

WEST YORKSHIRE COMBINED AUTHORITY

**MEETING TO BE HELD AT 11.00 AM ON THURSDAY, 8 DECEMBER
2022
IN COMMITTEE ROOM 1, WELLINGTON HOUSE, 40-50 WELLINGTON
STREET, LEEDS**

A G E N D A

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

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**
- 3. EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**
- 4. MINUTES OF THE MEETING OF THE COMBINED AUTHORITY HELD ON 21 OCTOBER 2022**
(Pages 1 - 12)

For Decision

- 5. CRISIS IN THE COST OF LIVING AND DOING BUSINESS**
(Lead Member: Cllr S Pandor, Director: Alan Reiss)
(Pages 13 - 30)
- 6. INFLATION - TRANSPORT PROGRAMMES**
(Lead Member: Cllr S Hinchcliffe, Director: Melanie Corcoran)

(Pages 31 - 50)

7. BUSINESS PLANNING AND BUDGETS

(Lead Member: The Mayor, Director: Angela Taylor)
(Pages 51 - 86)

8. CULTURE, HERITAGE AND SPORT FRAMEWORK

(Lead Member: The Mayor, Director: Phil Witcherley)
(Pages 87 - 114)

9. PROJECT APPROVALS

(a) INVESTMENT PRIORITY 4 - TACKLING THE CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY

(Lead Member: Mark Roberts, Director: Melanie Corcoran)

(Pages 115 - 132)

(b) INVESTMENT PRIORITY 5 - FUTURE TRANSPORT

(Lead Member: Cllr S Hinchcliffe, Director: Melanie Corcoran)

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10. COMMITTEE APPOINTMENT

(Lead Member: The Mayor, Director: Angela Taylor)

(Pages 163 - 166)

11. DIRECTOR ROLES AND APPOINTMENTS

(Lead Member: The Mayor, Director: Ben Still)

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12. OFFICER ARRANGEMENTS

(Lead Member: The Mayor, Director: Ben Still)

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For Information

13. MINUTES FOR INFORMATION

(Pages 193 - 194)

Signed:



**Chief Executive
West Yorkshire Combined Authority**



**MINUTES OF THE MEETING OF THE
WEST YORKSHIRE COMBINED AUTHORITY
HELD ON FRIDAY, 21 OCTOBER 2022 AT COMMITTEE ROOM 1,
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS**

Present:

Mayor Tracy Brabin (Chair)	West Yorkshire Combined Authority
Councillor Denise Jeffery	Wakefield Council
Councillor Sue Holdsworth	Calderdale Council
Councillor James Lewis	Leeds City Council
Councillor Shabir Pandor	Kirklees Council
Councillor Rebecca Poulsen	Bradford Council
Councillor Matthew Robinson	Leeds City Council
Mark Roberts	Leeds City Region Local Enterprise Partnership
Councillor Jane Scullion (Substitute)	Calderdale Council
Councillor Andrew Waller	City of York Council

In attendance:

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

39. Apologies for Absence

Apologies for absence were received from Cllr Hinchcliffe, and Cllr Swift.

The Mayor addressed the committee members, noting that the meeting scheduled for 9 September 2022 was cancelled due to the passing of Her Majesty Queen Elizabeth II, and raised the significant changes to central government since the previous meeting of the Combined Authority. The Mayor noted that the decisions made by the government over the previous months have contributed to a worsening economic climate for West Yorkshire and the wider UK, and affirmed her commitment to investing in the people, businesses, and infrastructure of West Yorkshire through the decisions taken by the Combined Authority.

40. Declarations of Disclosable Pecuniary Interests

Cllr Scullion declared her sponsorship of the West Yorkshire Flooding Innovation Project.

Cllr Robinson declared his work for Tech UK regarding digital strategy.

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

The Chair noted the late appendix 8 of item 9 that was submitted to the Committee members was identified as exempt from the press and public.

Resolved: That in accordance with paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, the public be excluded from the meeting during consideration of Appendix 8 to Agenda Item 9 on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information and for the reasons set out in the report that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

42. Minutes of the Meeting of the Combined Authority held on 22 July 2022

Resolved: That the minutes of the meeting of the West Yorkshire Combined Authority held on 22 July 2022 be approved and signed by the Chair.

43. Economic Report / Crisis in the Cost of Living and Doing Business

The Combined Authority considered a report providing the latest economic and business intelligence within West Yorkshire and setting out the Combined Authority's current work to support businesses and households through the cost-of-living crisis.

Officers noted that there were significant changes within the government since the papers were published, though the points of the paper were still relevant. The rate of inflation has risen to approximately ten percent driven by the rising cost of energy and food. Residents of West Yorkshire are affected more than the national average due to higher levels of food poverty and a prevalence of energy inefficient homes. The government has provided six months of energy support for businesses, reviewed after three, which is subject to changes on 31 October 2022. The Combined Authority is in communication with businesses and representative groups about support manufacturing and other energy-heavy industries.

Members noted the difficulties being faced by households within their respective WY regions, and emphasised that the local governments are doing everything they can to provide support, however more needs to be done by the central government. Members also urged support for businesses which are finding increased difficulty in accessing loans and paying energy bills. The majority of businesses will be required to pass the

higher costs onto customers, and the issue affects businesses throughout the supply chain.

Resolved:

That the latest intelligence around the West Yorkshire economy be noted, and comments provided on the activity taking place locally and nationally.

That approval be given under item 9 for the Mayor's Cost of Living Emergency Fund (to be delivered via local authorities), Social Housing Decarbonisation Fund Booster and Energy Price Crisis Emergency Business Grants Programme.

44. UK Shared Prosperity Fund

The Combined Authority considered a report to set out progress on implementing the UKSPF local investment plan. Officers explained that since last meeting of the Combined Authority, an additional £2.5 million of funding has been made available from the Rural England Prosperity Fund. The Combined authority is working with the Local Partnership Group and wider stakeholders to submit the investment plan by the end of November 2022. Officers clarified that the rural element of the funding does not limit how much funding can go to rural areas, and it is just additional to the main allocation of funding.

Resolved:

That the progress made on implementing the West Yorkshire UKSPF Local Investment Plans be noted.

That the update on the new Rural England Prosperity Fund be noted, and authorisation given to the Chief Executive to finalise and submit the Local Investment Plan Addendum to Government, on behalf of the Combined Authority, in consultation with the Mayor, Leaders of each constituent Council and the Interim Chair of the LEP, given the timescales for submission.

That members approved the recommendations made by the West Yorkshire UKSPF Local Partnership Group which are:

- the Hyper-Local £30m LA Allocation Business Justification Case, noting the need to be clear on the intended deliverables, outputs and outcomes, have strengthened equality targets, strong governance and to be clear that UKSPF is for additional/new activity. This includes £1,227,000 for fund management. Formal approval is sought under Item 9.
- support for the £310,000 Flood Innovation Programme - advice and feedback to be fed into the business case development as it progresses through the Combined Authority's assurance process, part of the Climate and Environment Plan pipeline – wave 1 business case.

- approval of the rationale for the Women and Girls Programme, the proposed criteria for accessing the funding, the process and milestones in the funding decision process, to allow officers to progress the work further.
- broad agreement with the proposed funding envelopes for Pillar 2 Business Support, and key policy areas for intervention using UKSPF - to be developed further with the Business, Economy and Innovation Committee and Local Partnership Group
- approval to the Chief Executive of the Combined Authority in line with the revised AEB (and Multiply) table of delegations as set out in Appendix 1 – for Multiply Community Focussed support. The Combined Authority will then enter into Grant Agreements for this provision with each Local Authority.
- to consider, that the limited funding from the Rural Fund should be targeted at rural micro and small businesses, with some sector specialism, for example focusing on the food supply chain, and that Rural engagement is key to delivery of this programme and therefore the LPG should be expanded to include rural representation.

That the delegation from the Combined Authority to the Finance, Resources and Corporate Committee for approvals required in relation to the UKSPF implementation and delivery of the Local Investment Plan, following advice provided by the West Yorkshire UKSPF Local Partnership Group be noted and approved

That the updated AEB (and Multiply) table of delegations be noted and approved

45. Bus Service Improvement Plan Update

The Combined Authority considered a report to provide an update on the Department for Transport funding for the Bus Service Improvement Plan. Officers summarised the introduction of the Mayor's Fares scheme launched on 4 September 2022 which reduced bus ticket prices and capped any single ticket within West Yorkshire at £2. The rates of service usage will be monitored over the next three months and updates will be provided on the impact of the scheme on passenger numbers. The bus network faces further challenges, and the Mayor and Combined Authority members have led discussions with operators to alleviate any concerns and address ongoing issues.

Members praised the Mayor's Fares scheme but raised concerns about bus services in their regions, and requested that operators are invited to a meeting to hear their concerns first-hand. Unreliable services are discouraging bus use, and school students and workers alike are facing difficulties commuting which is in turn slowing the rate of economic recovery. The Chair confirmed support for bus companies is ongoing, and schemes to

support driver recruitment and training as well as the introduction of electric buses are there to encourage bus operators to reintroduce regular services.

Members raised further concerns with the inaccuracy of electronic displays found at bus stops, and the last-minute cancelling of services. Officers confirmed that discussions are being held to tackle these issues, which relies on data from both the Combined Authority and operators which can present challenges. There are developments under way which will allow for individual bus tracking which should increase passenger confidence in bus reliability.

Resolved:

That the update on the Bus Service Improvement Plan be noted, and that funding has been confirmed by the Department for Transport subject to the making of the Bus Service Improvement Plan Enhanced Partnership Scheme following statutory consultation.

That the delegation of the approval of the Bus Service Improvement Plan strategic outline case in accordance with the Assurance Framework to the Transport Committee be approved, so that delivery can commence in line with the tight delivery timeframes.

46. Digital Update

The Combined Authority considered a report to seek approval of the Digital Skills Plan and to seek comments on the proposition of converting the Local Digital Skills Partnership into a Local Digital Partnership, once the LDSP project ends.

Members noted the work being done on the subject by the Employment and Skills Committee, and the further challenges of filling and supporting IT jobs in the region. Members raised that working with businesses and private sector representatives to support digital jobs is important for equality, diversity and inclusion across the region by increasing the IT skills of those in deprived communities.

Officers expressed thanks to the people and businesses that have already provided feedback into the plan, and noted the Combined Authority's intention to match London's level of digital skills. West Yorkshire has one of the fastest growing digital sectors with one of the highest retention rates which will help all residents and business progress.

Members noted the success of the West Yorkshire innovation festival and Leeds Digital Festival as platforms to champion the region to a wider audience. The Chair encouraged members to share and support the Mayor's Innovation Prize, aimed at young people to submit ideas to improve the environment and lives of West Yorkshire communities in line with the target of achieving net zero carbon emissions by 2038.

Resolved:

That the Digital Skills Plan be approved.

That the proposal to convert the Local Digital Skills Partnership into a Local Digital Partnership once the LDSP project ends be approved.

That the proposal to refresh the Digital Framework with a focus on the next phases of projects and programmes, to include a deep dive with the LEP Board be approved.

47. Project Approvals

The Combined Authority considered a report of the Director of Delivery on the progression of, and funding for a number of schemes. Officers summarised nine key schemes for progression through the assurance progress and approval of funding.

WY mayors cost of living emergency fund

Officers summarised the aim of the scheme to provide £3 million of support to disadvantaged and vulnerable groups in West Yorkshire, through established Voluntary, Community, and Social Enterprise sector links.

Members agreed the funding is necessary, but stressed the support is not enough to solve the wider issues and more support is required from central government to meet the needs of the region. The Chair agreed that the projected support until April is not long enough, and benefits payments should rise in line with inflation to support the most vulnerable.

Social Housing Decarbonisation Fund Booster

Officers summarised the scheme will support the ongoing work of the Social Housing Decarbonisation Fund, by allowing for more homes to be retrofitted and made more energy-efficient.

West Yorkshire Climate and Environment Plan - Wave 1

Officers explained the aim of the scheme to support the initial seven programmes to support the net-zero 2038 ambitions. The programmes are still under development and are at various stages, but with initial funding will increase the pace of delivery.

Members commented that work towards energy efficiency is important for the environment and to tackle high fuel bills, and urged further government action is taken to be effective against the rising cost of living.

UKSPF - Local Authority Hyper Local Programme

Officers explained that the UK Shared Prosperity Fund is the successor to the European Structural Investment Fund programme, and will allocate £31 million of funding between the five constituent regions to support the wider UKSPF programme.

West Yorkshire Innovation Programme

Officers explained the scheme is a three-year programme to support small and medium enterprises to improve their business operations through a variety of means.

Business west Yorkshire

Officers explained the scheme will support 9,000 small and medium enterprises to improve productivity and expand their businesses.

Employment support West Yorkshire

Officers explained the scheme will support 7,700 to gain skills and return to the labour market through a variety of activity between April 2023 and March 2025.

TCF Huddersfield bus station

Officers explained the aim of the scheme to refurbish the interior and exterior of Huddersfield bus station. The overall costs have increased from the original allocation due to inflation and material costs, and analysis has been undertaken to bring the costs down as much as possible. The project will be periodically reviewed to ensure value is maintained.

Brownfield Housing Fund Programme

Officers explained the ongoing Brownfield Housing Fund scheme has received additional funds from the government, which will increase the projected output of new homes within the existing delivery time frame.

Members expressed their thanks for the hard work of the teams involved with the scheme, and raised questions regarding the availability of suitable land. Officers confirmed that work is ongoing to identify suitable land, and that any justified proposals from developers are considered and approved as appropriate. Work is also being undertaken to identify avenues for employment and increasing skills in partnership with developers and training providers.

Resolved:

In respect of the West Yorkshire Mayor's Cost of Living Emergency Fund, the Combined Authority approved that, subject to the conditions set by PAT and set out in the decision point certificate:

(i) The Mayor's Cost of Living Emergency Fund scheme proceeds through decision point 2 to 4 (business justification) and work commences on activity 5 (Delivery).

(ii) Approval to the Combined Authority's contribution of £3,000,000 is given. The total scheme value is £3,000,000.

(iii) The Combined Authority enters into funding agreements with the five West Yorkshire Local Authorities. The amount of funding allocated to each Local Authority is delegated to the Combined Authority's Chief Executive.

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

In respect of the Social Housing Decarbonisation Booster, the Combined Authority approved that:

(i) The change request for the Social Housing Decarbonisation Booster scheme to increase the Combined Authority's contribution funding from £5,062,000 to £10,257,949, to extend the programme and to increase the outputs as detailed in this report is approved. The total scheme value will increase from £10,381,000 to £17,633,367

(ii) The Combined Authority enters into an addendum to the existing Funding Agreements with the following Social Housing Provider providers for expenditure of up to:

- Accent £186,535
- Chartford £154,000
- Connect £308,000
- Incommunities £1,084,230
- Kirklees £280,000
- Together £1,700,545
- WDH £847,000
- Yorkshire Housing £238,000

(iii) That delegated authority be granted:

- To the Head of Economic Implementation to reallocate funding and / or outputs in consultation with PAT but without the need to submit a formal Change Request to PAT if one or more Housing Association is unable to use their funding allocation, but another is.
- To the Head of Economic Implementation and the Head of Legal and Governance Services in consultation to finalise the Funding Agreement Addendums between the Combined Authority and the Housing Associations (WDH, Connect Housing, Incommunities, Together Housing, Accent Housing, Yorkshire Housing, Kirklees Council, Chartford) and all other related legal documents that may be required.

(iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and any change requests are delegated to the Climate, Energy and Environment Committee, which will

be subject to the scheme remaining within the tolerances outlined in this report.

In respect of the Climate Environment Plan - Wave 1, the Combined Authority approved:

- (i) The change request to the CEP Wave 1 Portfolio to:
 - a) Further development costs of £1,507,893 to continue to develop individual programme business cases plus the UK Shared Prosperity Fund's (UK SPF) contribution to the Flood Innovation Programme (FLIP) (£310,000), taking the total portfolio development costs approval to £2,654,133. Note: the release of the £310,000 is subject to final approval of the UKSPF Local Investment Plan by Government.
 - b) Approval of £1,100,000 for the Energy Price Crisis Emergency Business Grants Programme, part of the CEP's Business Sustainability Package to provide immediate support businesses with the cost-of-living crisis
 - c) Taking the total portfolio approval to £2,917,893.
- (ii) The Combined Authority enters into a Funding Agreement with Leeds City Council for expenditure of up to £310,000.
- (iii) Delegation to the Climate, Energy and Environment Committee is requested for approval of any change requests to FLIP or the Energy Price Crisis Emergency Business Grants Programme and approval of the business cases for the other projects in the CEP Wave 1 portfolio.
- (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and any change requests are delegated to the Climate, Energy and Environment Committee, which will be subject to the scheme remaining within the tolerances outlined in this report.

In respect of the UKSPF Local Authority Hyper Local Programme, the Combined Authority approved that, subject to the conditions set by PAT and set out in the decision point certificate and subject to final approval of the UKSPF West Yorkshire Local Investment Plan by Government:

- (i) The UKSPF - Local Authority Hyper Local Programme scheme proceeds through decision point 2 to 4 (business justification) and work commences on activity 5 (Delivery).
- (ii) Approval to the Combined Authority's contribution of £31,227,000 UKSPF is given. The total scheme value is £35,037,000.
- (iii) The Combined Authority enters into funding agreements with the five West Yorkshire Local Authorities for the following amounts:
 - Bradford £7,578,145 + £303,126 management fee.
 - Calderdale £2,764,079 + £137,563 management fee
 - Kirklees £5,824,858 + £232,994 management fee
 - Leeds £9,393,538 + £375,742 management fee

- Wakefield £4,439,380 + £177,575 management fee

(iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and where required, any change requests are delegated to the Finance, Resources and Corporate Committee, following advice by the UKSPF LPG. This will be subject to the scheme remaining within the tolerances outlined in this report.

In respect of the West Yorkshire Innovation Programme, the Combined Authority approved that:

(i) The West Yorkshire Innovation Support Programme proceeds through decision point 2 to 4 (business justification) and work commences on activity 5 (delivery).

(ii) Approval is given to Combined Authority's contribution of £5,550,376. The total scheme value is £6,934,126.

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

In respect of Business West Yorkshire, the Combined Authority approved that:

(i) The Business West Yorkshire scheme proceeds through decision point 2 to 4 (Business Justification) and work commences on activity 5 (delivery).

(ii) Approval to the Combined Authority's contribution of £4,573,426. The total scheme value is £5,298,920

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

In respect of Employment Support West Yorkshire, the Combined Authority approved that:

(i) The Employment Support West Yorkshire scheme proceeds through decision point 2 to 4 (business justification) and work commences on activity 5 (Delivery).

(ii) Approval to the Combined Authority's contribution of £12,000,000. The total scheme value is £12,023,833.

(iii) The Combined Authority enters into a funding agreement with each of the five partner councils for expenditure up to the allocations outlined below:

- Bradford Council £3,233,194
- Calderdale Council £1,014,916
- Kirklees Council £2,371,940
- Leeds City Council £3,658,917
- Wakefield Council £1,227,059

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

In respect of TCF Huddersfield Bus Station, the Combined Authority approved that:

(i) The Huddersfield Bus Station scheme proceeds through decision point 3 (outline business case) and work commences on activity 4 (full business case).

(ii) An indicative approval to the Combined Authority's contribution of £18,995,380. The total scheme value is £19,995,380.

(iii) Development Costs of £2,178,470 are approved in order progress the scheme to decision point 4 (full business case) taking the total scheme approval to £3,077,100.

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

In respect of the Brownfield Housing Fund Programme, the Combined Authority approved:

(i) The change request to the Brownfield Housing Programme to increase the total programme cost from £66,778,719 to £89,038,292 and increase the programme output targets from 4500-6000 homes unlocked to 5,400-7,855 homes unlocked by March 2025.

(ii) Development costs of up to £5,000,000 from the Brownfield Housing Fund are approved in order to develop and manage the programme, including acquisitions, and design and develop individual schemes to the next decision point, taking the development funding approved to date to £10,000,000.

(iii) The change to the BHF Burmantofts project to increase the delivery timeframe from June 2025 to October 2025.

(iv) The change to the BHF Leeds Central project to increase the delivery timeframe from July 2024 to January 2025.

(v) The change to the BHF Hebden Bridge project to increase the delivery timeframe from January 2024 to February 2025.

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

48. Governance - Representation on Outside Bodies

Officers explained the purpose of the report to approve the appointments of the Deputy Chairs of the Transport Committee to the Transport for the North Scrutiny Committee and to the Consortium of East Coast Main Line Authorities.

Resolved:

That the thematic split of roles of the Deputy Chairs of the Transport Committee as set out in paragraph 2.3 be noted.

That the appointments to the TfN Scrutiny Committee and the Consortium of East Coast Main Line Authorities for the municipal year 2022/23 as set out in paragraph 2.5 be approved.

49. Minutes for Information

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



Report to: West Yorkshire Combined Authority

Date: 8 December 2022

Subject: **Crisis in the Cost of Living and Doing Business**

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

Author: Policy 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 To provide an update on:

- 1.1.1 the latest economic and business intelligence, particularly relating to the cost of living and doing business
- 1.1.2 key headlines from the Autumn Statement
- 1.1.3 regional activity to support businesses and households and to influence Government decisions

2 Information

2.1 The data below is correct at time of publication.

Macroeconomy

- 2.2 At the last Monetary Policy Committee (MPC) meeting on 3 November 2022, it was decided by a margin of 7-2 to **increase the Bank Rate by 0.75 percentage points to 3%**. This decision was taken in response to the persistent economic pressures within the economy, which are forecast to remain throughout 2023. This rise is the largest single increase in 33 years, and is the eighth consecutive rise since December 2021. The MPC also published forecasts, which show that consumer spending is likely to fall in 2023. The forecast also predicted that UK

economy will enter a recession in Q4 2022, and will not emerge from the recession until the second half of 2024.

- 2.3 **Consumer Price Index inflation rose by 11.1% in the 12 months to October, the highest rate for over 40 years.** The key price rises came in the costs of energy and food and non-alcoholic beverages, which rose by 16.4% in the year to October 2022. Anecdotal evidence suggests that people are substituting out branded food items for supermarket own brand goods, in order to reduce the impact of inflation. However, experimental statistics from the ONS show that the average price of the 30 cheapest grocery items has risen by 17% in the past year, and for nine of these 30 items, prices have risen by more than 20%. This means that those who were already buying the cheapest food items are facing higher rates of inflation on food prices than average. The lowest-cost items that saw the biggest price increases over the past year were vegetable oil (65%) and pasta (60%).

Autumn Statement

- 2.4 The Chancellor of the Exchequer delivered the Autumn Statement on 17 November, outlining the Government's fiscal plans. For households, the key headlines were:
- The threshold for the additional rate of Income Tax (45%) will be reduced from £150,000 to £125,140, increasing taxes for higher earners.
 - Tax-free allowances, including the Personal Allowance of £12,570, will remain constant in nominal terms until April 2028, meaning that all employees who earn enough to pay tax, including lower earners, will also pay more tax over the coming years.
 - The National Living Wage will rise by 9.7% to £10.42, which will boost a full-time employee's wages by £1,600 per year where this is applied
 - Benefits and pensions will be uprated by 10.1%, and the pensions triple lock guarantee will remain, offering some protection to the most vulnerable in society.
 - The Energy Price Guarantee will rise from the current level, which holds average household energy bills at £2,500 per year, to £3,000 per year, whilst support for people using alternative fuels to heat their homes will double from £100 to £200. It should be noted that the Energy Bill Support Scheme of £400 will also end, meaning that average energy bills will effectively rise by £900 from April.
 - There will be additional cost-of-living payments of £900 for people on means-tested benefits, £300 for pensioners and £150 for people receiving disability benefits.
- 2.5 Ultimately, the levels of support through the cost-of-living crisis will fall, but they will be more targeted. Two-thirds of the support offered throughout 2023/24 will go to those in the bottom half of the income distribution, compared with just over half in 2022/23.
- 2.6 For businesses, the key headlines were:

- The threshold at which businesses begin to pay VAT will be frozen until March 2026.
- There will be a re-evaluation of business rates, anticipated to bring about a tax reduction of £14 billion over the next five years. This will mean that two in three businesses will not pay any more than they currently do.
- A HM Treasury-led review of the EBRS will determine support for non-domestic energy consumers, excluding public sector organisations, beyond 31 March 2023. While the government recognises that some businesses may continue to require support beyond March 2023, the overall scale of support the government can offer will be significantly lower, and targeted at those most affected to ensure fiscal sustainability and value for money for the taxpayer.
- Supporting research and development by increasing public funding to £20 billion in 2024-25.
- Investment Zones will now focus on leveraging research strengths from universities in 'left behind areas', and current applications will no longer be taken forward

2.7 The announcement was also accompanied by forecasts from the Office of Budget Responsibility (OBR) on the state of the UK macroeconomy. The key headlines were:

- The UK is currently in a recession that is expected to last into 2024. Higher energy costs are the main cause of the current downturn in economic growth, and one-third of the world is also currently in a recession.
- CPI inflation will average 9.1% throughout 2022, falling to 7.4% in 2023, supporting the Bank of England's statement that we are currently around the peak of the current inflationary period.
- Nominal earnings will increase by 5.9% in 2022 and 4.2% in 2023, but after accounting for inflation, this is a real terms drop in earnings.
- Real Household Disposable Income, a measure of living standards, is projected to fall by 7.1% between 2022 and 2024 – the largest drop since before the 1950s, and will take living standards back to levels last seen in 2013/14. This will recover slightly over the following years, but by 2027/28, living standards will still be below pre-pandemic levels.

2.8 The Autumn Statement also included announcements about infrastructure:

- The second round of the Levelling Up Fund will allocate at least £1.7 billion to priority local infrastructure projects. Successful bids will be announced before the end of the year.
- Capital budgets not cut for next two years and maintained in cash terms for the next 3 years
- Recommitment to plans for railways, including Northern Powerhouse Rail, and High Speed 2 to Manchester.
- There was no mention of mass transit or other aspects of transport. However, it sets out that government will seek to accelerate delivery

of projects across its infrastructure portfolio and through reforms to the planning system, including through updating National Policy Statements for transport, energy and water resources during 2023.

- 2.9 Following the Autumn Statement, the Mayor and LEP Chair issued public responses.

Regional Data

Households

- 2.10 In order to help with the rising cost of energy, the Government announced the Energy Price Guarantee for households, capping unit costs of electricity and gas at 34.04p per kWh and 10.33p per kWh respectively. This brings average household energy bills to £2,500 per year until April 2023, at which point the average household energy bill will rise to £3,000. It should be noted that this Energy Price Guarantee still represents a doubling of household energy bills on Winter 2021. Furthermore, households using more than the average amount of energy will still face bills of more than £2,500, and this is likely to disproportionately affect the elderly.
- 2.11 Fuel poverty in West Yorkshire was greater than the national average prior to the pandemic (**17% of West Yorkshire households, compared with 13% nationally**). With standing charges in Yorkshire among the highest in the UK, **simply using less power will not solve the problem for many**. Households in West Yorkshire pay on average 15p per day more in standing charges than those in London. Reducing standing charges to the levels seen in London would save West Yorkshire households a combined £4.5 million per month.
- 2.12 West Yorkshire households are in a worse position to deal with these increased costs for two reasons. Firstly, **dwelling with an EPC rating of C or above are lower in West Yorkshire than nationwide (46.9% compared with 53.8%)**. Secondly, **around 33% of the West Yorkshire population fall within the poorest 20% of neighbourhoods in England**.
- 2.13 Data from the End Fuel Poverty Coalition, a campaign group including trade union and think tank members, estimates that as many as 300,000 West Yorkshire households, or 30%, of homes will be in fuel poverty on 1 October 2022. By 1 April 2023, forecasts suggest that this figure may have risen to 330,000, or 1 in 3, West Yorkshire homes. Following the recent announcement that the Energy Price Guarantee will rise to £3,000 in April 2023, this figure is an underestimate of the scale challenge faced by West Yorkshire.
- 2.14 Government consulted with Housing Association sector partners to apply a cap on increase in social rents below the CPI+1% formula agreed with the sector in 2019. Government is seeking to control costs through the benefit system and protect tenants from the shock of significant rent increases. In the Autumn Statement it was announced increases to social rent will be capped at 7% for the next year, which the sector has accepted was a reasonable response. The sector also extended the 7% cap to the rental element of shared ownership homes.

However, the Government has also continued the freeze on Local Housing Allowances, the maximum rent housing benefit can support tenants. In the private sector where rents continue to increase and are not capped, tenants will have to fund any additional rent over and above any housing benefit received.

Businesses

- 2.15 The Combined Authority has also commissioned research on the cost of doing business from Yonder, who carried out fieldwork between 21 and 27 October 2022, showing that **67% of businesses are concerned about the survival of their business** as a result of the cost-of-living crisis. This concern was most greatly felt among small and micro businesses. Other key findings include:
- Around half (44%) of businesses feel that the current Government support package, the Business Energy Relief Scheme, makes no difference to them in trying to ease the financial challenge of the energy crisis.
 - 56% of businesses said that they were not planning on increasing wages over the next 6 to 12 months. With inflation expected to remain high throughout 2023, this poses a significant threat to the quality of life in Yorkshire.
- 2.16 The Government's Business Energy Relief Scheme caps the unit cost of gas and electricity for businesses at the same rates faced by households, and will run until the end of March 2023, though this will be reviewed by the end of 2022. It could then be extended for vulnerable businesses such as the hospitality sector. The support announced for businesses is unclear with significant uncertainty for businesses and other organisations (e.g. councils) beyond the six months support confirmed.
- 2.17 There are 1,751 firms in West Yorkshire that are both energy intensive and operating in internationally competitive markets. Most of these are operating in the manufacturing sector. Due to the requirements around data reporting for businesses, it is not possible to provide accurate employee numbers or turnover, but a conservative estimate for these businesses most at risk are 57,000 employees and £8 billion in turnover.
- 2.18 For those at an enhanced risk of rising energy prices, those who are exposed to internationally competitive markets but do not meet intensity thresholds, there are an additional 6,266 firms in West Yorkshire, again covering much of the manufacturing sector. The same data restrictions apply to employee counts and turnover figures, but conservative estimates place these at 147,000 employees and over £20 billion in turnover.

Regional response

- 2.19 At the October meeting the Combined Authority approved a package of support to help with the cost of living crisis. Progress on delivery is as follows:
- 2.20 **Support for businesses with energy efficiency** is progressing through the launch of an emergency grants package which will provide grant support of up to £5,000 at 50% of project costs for small businesses (less than 50 employees) to implement energy efficiency measures. Procurement of a delivery partner has

been undertaken and the CA is expecting to launch the scheme in the week commencing 5 December. The support is open to all sectors and will run until the end of March 2023. A broader net zero and climate readiness support programme will be considered later for approval later on the agenda for launch in April 2023.

2.21 **Mayoral Combined Authority emergency support for vulnerable communities**

It is estimated that one in 5 of our region's 2.3m residents is spending nearly all of their available income on essential things, including energy and food. Prices generally have continued to rise rapidly, so placing further economic pressure on our most vulnerable communities. **A new £3m Mayor's Cost of Living fund** was agreed by the Combined Authority in October to directly respond to the cost of living crisis. Via Local Authority partners, the fund is enabling local Voluntary and Community organisations to directly help those who are being failed by the labour market, in terms of access to good, well-paid work, in particular those in workless households and those experiencing in-work poverty. The fund is being used to help more households and individuals in these financially vulnerable communities pay for essential things during the cost of living crisis such as food and warmth, and to receive support such as on mental health and debt, the absence of which would present immediate and complex barriers to connecting into economic opportunity, increasing risk of economic exclusion and longer term economic scarring. The CA is aiming to have funding agreements in place with each LA by 1 December.

2.22 **Employment West Yorkshire** (name TBC) will be delivered by Local Authorities and will support 7,700 people towards and within work. The universal service will provide bespoke support to individuals across West Yorkshire to gain employment support advice and support for re-training, upskilling, and secure or progress in employment. The service will ensure continuity from Employment Hubs which have supported over 10,000 people over the last few years, and will commence from April 2023. It will also include two new pilots to develop pathways to support individuals gain valuable digital skills and into sustainable 'green' jobs in most areas of West Yorkshire.

This service will complement and signpost to existing skills and employment support offers, for example: **Skills Connect** – adult skills training with 30 courses available online either for individuals to sign up to, or to register their interest. The courses are across a number of sectors including health and care sector, digital and construction, and **Employment West Yorkshire** a £6m programme including pre-start up support 'Exploring Enterprise' workshops for support individuals options to start up in business.

2.23 The **Combined Authority and the West Yorkshire Health and Care Partnership Board** have developed a **joint statement and action plan** to support the mental and physical health and wellbeing of people across West Yorkshire. The actions focus on:

- Reducing costs to households and providing support to employees in financial hardship

- Supporting voluntary and community sector organisations
- Ensuring mental health and suicide prevention services are providing the appropriate support
- Ensuring that services are proactively responding to the impact of the cost of living crisis

2.24 This action plan will be considered by the West Yorkshire Integrated Care Board Partnership Board on 6th December, and includes reference to the Mayor’s Cost of Living Fund.

Asks of Government

2.25 In early October the CA submitted views to Government as part of the Energy Price Cap review. The letter which was sent to the Secretary of State for Business, Energy & Industrial Strategy from the Mayor and LEP Chair is attached as Appendix 1 of this report.

2.26 The asks of Government included:

- Commit to supporting energy-intensive and enhanced risk businesses, the hospitality sector and wider supply chain businesses post-March 2023 with the EBRS. Many investment decisions are not being undertaken due to difficulty in forecasting energy and input costs. Businesses want reassurance during their longer-term business planning. The CA looks forward to the Review of the EBRS on December 31st and how the aforementioned businesses will be supported post-March 2023.
- Deliver a more structured approach to the delivery of energy efficiency and low carbon heating for businesses backed by funding. This could be through new tax incentive schemes that support businesses to make energy efficiency improvements. The Review of the EBRS Terms of Reference states business should “identify measures that protect themselves from the impact of high energy costs”. The CA would welcome further support from Government to help businesses identify these measures and further support locally funded schemes.
- Progress plans around investing in energy generation as outlined in the UK Energy Security Strategy. This could include plans to ramp up solar photovoltaics, wind power and developing commercially viable hydrogen generation. The Autumn budget introduced a new temporary 45% levy on electricity producers from 1 January. Experts have warned that the introduction of the new levy in the UK could curb investment in new renewable energy projects. Introducing a windfall tax on renewable energy generation profits sends muddled signals to investors at a time when the government wants to see a step change of investment in low carbon generation (Ronan Lambe, Pinsent Masons).

2.27 Furthermore, prior to the Autumn Statement the Mayor sent a letter to the Chancellor of the Exchequer, which is attached as Appendix 2 of this report.

The letter called for the following:

- Help for businesses to bring down their energy bills through a reconsideration of the six-month cap on energy prices and more support for energy efficiency measures.
- Delivery of long-promised investment in the North, including Northern Powerhouse Rail in full with a new station in Bradford.
- Assurance of the Government's continued commitment to building a mass transit system in West Yorkshire, and funding to make it happen.
- More devolved funding to Mayors to end bidding contests for pots of money such as the recent Levelling Up Fund.
- A fair and long-term funding deal for local councils including adult social care and children with special educational needs and disabilities.
- Greater commitment from the Government on net zero along with the devolved powers and funding needed to make real progress.
- Investment in low-carbon energy to bring down household bills and reduce emissions.
- Proper funding for local police and the criminal justice system to reduce the backlog of cases in our courts.

Further comments following the Autumn Statement

- 2.28 The CA acknowledges that Government has changed its policy on Investment Zones. As Government refreshes this policy, the CA is planning to engage with Government to explore the opportunities for West Yorkshire going forward.
- 2.29 The Government announced there will be consideration of eligibility for single departmental-style settlements at the next Spending Review to be extended to other Combined Authorities following the outcome of negotiations with Greater Manchester and the West Midlands. West Yorkshire has previously called for this, and will be proactively seeking engagement with Government in order to shape the proposals, especially given the CA and LEP's long track record of delivery including the Leeds City Region Growth Deal.
- 2.30 The CA acknowledges the 7% social rent cap announced in the Autumn Statement will protect tenants to a degree; however, more work must be done to understand the longer term effects of the social rent cap on Housing Association business planning, and the sector's ability to raise capital for development programmes delivering much needed additional affordable homes. If the cap affects the ability of the sector to borrow at reasonable rates, this will impact development pipelines and supply of new homes, as well as decarbonisation and improvement programmes for existing stock. There is no equivalent cap on privately rented homes and a continuing freeze on Local Housing Allowance

means private rented tenants will have to fund any gap between housing benefit and rising rents.

- 2.31 The CA welcomes the commitment of Government to the national R&D budget but would support further information as to how this investment could be used to support and incentivise businesses to address current global challenges.

3. Tackling the Climate Emergency Implications

- 3.1 Fuel use increases over the Winter due to colder temperatures. West Yorkshire homes are less likely to have an EPC rating of C+, meaning that the region is more likely to need to use energy for heating. Analysis by the Resolution Foundation suggests it costs 58% more to heat a home rated as EPC D or lower, than it does C or above.
- 3.2 The grant programme for businesses to support with energy efficiency measures will help to reduce energy consumption, and hence reduce carbon emissions, as well as reducing businesses' energy bills.

4. Inclusive Growth Implications

- 4.1 According to the Resolution Foundation, lower-income households will have to reduce non-essential spending by three times as much as higher-income households to afford essential bills such as energy. West Yorkshire has a higher share of people in lower-income households, suggesting that spending will be cut significantly more across West Yorkshire than other areas.
- 4.2. Wages are already struggling to keep pace with inflation (median wages have increased by 7%, meanwhile inflation is above 10%). As of 1 November, the UK Government has not indicated that benefit payments (in and out of work) will be increased in-line with inflation. Therefore, many families will be facing real-term cuts in their household incomes (from wages and benefits). West Yorkshire has a higher percentage of people claiming out-of-work benefits compared to the national average (4.8% compared to 3.7%). West Yorkshire also has a higher percentage of people claiming in-work benefits compared to the national average (8.6% compared to 7.7%).
- 4.3 Whilst some households have been able to substitute towards cheaper food items to combat inflation, those who were already buying the cheaper items face either the inflation rate of these cheaper items (which is higher than inflation across the economy), or the need to reduce their food consumption.

5. Equality and Diversity Implications

- 5.1 A recent survey conducted by the Office for National Statistics showed that 89% of adults in Great Britain report concerns over the increase in the cost of living. Within this group, 57% have stated that they are spending less on non-essentials, 51% are trying to reduce their energy consumption at home, and 42% are cutting back on non-essential journeys. 23% are using their savings to cover the increased costs, whilst 13% have stated that they are using more credit than

usual. Disabled people are more likely to have reduced their spending on food and essentials, than non-disabled people (42%, compared with 31%). Over 70% of the poorest people have already started to cut spending on food and other essentials. The survey also highlights that older people, particularly those aged between 55 and 74, have already started to reduce their energy consumption. The previous iteration of the survey highlighted that women and Asian people were in a particularly precarious position, relative to the national average.

5.2 The cap also remains on unit costs, so those who use more energy will pay more than the £3,000 average. This will disproportionately affect the elderly, the unemployed and those living in energy-inefficient homes. Analysis shows that one in four UK homes will face energy bills of over £4,000 in 2022/23.

5.3 In August the World Economic Forum reported that the cost-of-living crisis is expected to hit women hardest.

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 Combined Authority note the latest intelligence, discuss the implications of the current economic situation for businesses within the region, note the action taken so far by the Combined Authority, and note the next steps following the Autumn Statement.

11. Background Documents

11.1 There are no background documents referenced in this report.

12. Appendices

12.1 Appendix 1 – Letter from the Chair of the LEP and the Mayor of West Yorkshire to Grant Shapps, Secretary of State for Business, Energy & Industrial Strategy

12.2 Appendix 2 – Letter from the Mayor of West Yorkshire to Jeremy Hunt, Chancellor of the Exchequer

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Tracy Brabin, Mayor of West Yorkshire
Mark Roberts, Chair of Leeds City Region Enterprise Partnership
West Yorkshire Combined Authority
40-50 Wellington Street
Leeds
LS1 2DE

[via email]

Rt Hon Grant Shapps MP

Secretary of State for Business, Energy & Industrial Strategy
1 Victoria Street
London
SW1H 0ET

Monday, 31 October 2022

Dear Secretary of State,

Re: Crisis in the Cost of Living and Doing Business

We would like to welcome you to your new role as Secretary of State. Our country is facing unprecedented economic challenges. Living standards are falling, businesses are at risk and public sector organisations are facing difficult decisions on their budgets. It is crucial that the Government continues to support businesses, the public sector and livelihoods to get through the ongoing energy crisis.

Our region is home to over 2.3 million people and 90,000 businesses – with strong employment levels in manufacturing, retail, and the public sector and third sector. As we know you will appreciate, the last two years has brought with them increased volatility and uncertainty for all sectors, culminating over the last few months in soaring energy prices and out of control inflation.

We want to outline to you the problems that businesses and the public sector in West Yorkshire are facing, particularly in light of potential cliff-edge support on energy bills:

- **We estimate that around 1,751 businesses within West Yorkshire are classed as energy intensive.** These businesses employ around 57,000 individuals and have an estimated combined turnover of £8 billion. They are predominantly within the manufacturing sector and are facing increased competition from international markets where energy bills and inflation are lower than the UK. Many of them also have local supply chains meaning that the impact will be considerably wider. Produmax Ltd, an aerospace engineering company based in West Yorkshire, are an example of a company at an enhanced risk of rising energy bills – they do not meet the energy intensity threshold but operate in internationally competitive markets. They currently export 70% of their output to major aerospace original equipment manufacturers (OEMs), but currently face an energy unit cost of 34p per kWh, whilst their competitors in the USA pay just 7p per kWh. This means that, not only are they less competitive, but they must also increase their revenue by 30% just to remain viable, before factoring in the necessary wage increases to support their employees through the current cost of living crisis.
- **Public sector organisations and the police are going to face significant financial blackholes as a result of increases in energy bills and inflation.** Local Authorities within West Yorkshire have reported significantly increased energy bills. For example, Bradford Council reported energy bill increases of 118% in August 2022 and Wakefield Council reported its annual energy bill will increase from £3.3 million to £9.9 million this year, forcing it to close its headquarters temporarily to save £200,000. While we are

grateful that the Government included the public and VCSE sector in the Energy Bills Relief Scheme, support after March 2023 is crucial.

- **Businesses in West Yorkshire have outlined a number of concerns to us in our regional business survey.** This includes:
 - Many sectors in our region (like manufacturing and construction) cite a decline in demand for products and services as the biggest barrier to economic growth.
 - As a result of inflation and energy bill costs, 69% of businesses told us that the price they charge customers is expected to increase by around 5-10%.
 - 33% of businesses in our region are expecting no wage increases over the next 12 months, putting further pressure on demand.

In response to the concerns from businesses, West Yorkshire Combined Authority are supporting 87 businesses through grant support with an approval totalling nearly £1.2m and with projected savings for businesses of over £1m each year. In addition to this we have agreed an Energy Price Crisis Emergency Grant programme and will be bringing forward a Business Sustainability Programme open to all sectors.

However, in light of the unprecedented challenges outlined above by residents, businesses and the public sector, we are calling on the Government to:

- Reverse the decision to make the Energy Bills Support Scheme a six-month scheme and reinstate the two-year commitment.
- Commit to supporting energy-intensive and enhanced risk businesses, the hospitality sector and wider supply chain businesses post-March 2023 with the EBRS. Many investment decisions are not being undertaken due to difficulty in forecasting energy and input costs. Businesses want reassurance during their longer-term business planning.
- Deliver a more structured approach to the delivery of energy efficiency and low carbon heating for businesses backed by funding. This could be through new tax incentive schemes that support businesses to make energy efficiency improvements.
- A commitment to support all local authorities, the police, and wider public sector by continuing support in relation to energy bills, particularly those which host facilities with high-energy needs. In addition, further support to help improve public sector energy efficiency would be welcome (for example by calling for additional funding as part of the Government's Public Sector Decarbonisation Scheme).
- Progress plans around investing in energy generation as outlined in the UK Energy Security Strategy. This could include plans to ramp up solar photovoltaics and developing commercially viable hydrogen generation.

We know that difficult decisions lie ahead for the Government. Businesses and the public sector across West Yorkshire, and indeed the country, are looking to the Government to provide help in the year ahead. Supporting households, businesses and public and third sector organisations will be crucial.

Yours sincerely,



Tracy Brabin
Mayor of West Yorkshire
West Yorkshire Combined Authority



Mark Roberts
Chair
Leeds City Region Enterprise Partnership



Mayor Tracy Brabin
West Yorkshire Combined Authority
Wellington House
40-50 Wellington Street
Leeds
LS1 2DE

Rt Hon Jeremy Hunt MP
Chancellor of the Exchequer
HM Treasury
1 Horse Guards Road
London
SW1A 2HQ

By email CEU.Enquiries@hmtreasury.gov.uk
public.enquiries@hmtreasury.gov.uk

15 November 2022

Dear Chancellor,

I congratulate you on retaining your appointment as Chancellor of the Exchequer. I look forward to working with you closely to deliver on levelling up and enabling West Yorkshire to reach its full potential.

I am writing ahead of the upcoming Autumn Statement, to set out key priorities to enable West Yorkshire to reach its full potential and reduce inequality. We need a plan to save our economy, protect our households and rescue our public services.

I would welcome an early conversation with you to discuss how we can work together to improve the lives of people in my region and ensure that we unlock opportunity so that we can make a full contribution to the UK economy.

In West Yorkshire we have a long track record of delivery which shows that a place-based approach to funding can have a real and long-lasting impact on local economic growth. As a result, the region is home to 81,000 businesses, and an internationally significant economy with an output of £57.3 billion.

West Yorkshire is a leading hub for financial, professional and businesses services contributing £15 billion to the UK economy. The region also has significant strengths around healthtech, advanced manufacturing and digital which will drive forward our productivity ambitions.

Small and Medium-sized enterprises are the lifeblood of the economy in West Yorkshire, and yet many are facing into a crisis in the cost of doing business. Though I

acknowledge the support you have provided, many businesses have been dealing with the impact of energy rises since October 2021. This is due to them not being subject to the energy price cap that has partially restrained increases in the domestic sector.

My asks of you as Chancellor ahead of the Autumn Statement are:

1. **Reconsideration of the six-month cap on business prices and a discussion on which sectors may be targeted/prioritised at a review point.** The government needs to take immediate action to help people tackle the crisis in the cost of doing business. I would welcome a discussion on further steps to be taken to support businesses with energy efficiency measures and bills. We can also supply rich evidence supplied by local businesses on their energy prices.
2. Provide long-promised investment in the North, especially on transport. This should include **delivering Northern Powerhouse Rail in full, with a new line from Manchester to Leeds and a vital new station in Bradford**, delivering on previous promises to ensure Bradford can reach its potential.
3. **Provide assurance of the Government's continued commitment to mass transit in West Yorkshire.** Leeds remains the largest city in Europe without a mass transit system, and while our initial allocation of £830m from this year's City Region Sustainable Transport Settlement has allowed us to begin the work, our ambitious vision will require continued support over several parliamentary terms.
4. **An end to bidding contests that consume time and resources**, such as the recent Levelling Up Fund bidding round and the bureaucracy around the UK Shared Prosperity Fund. Instead, devolve funding to Mayors to invest in programmes at pace that will help to grow their local economies. The right scale of devolved funding is critical; we need step change levels of investment in both our physical and social infrastructure to support a green and inclusive recovery.
5. Levelling up can only happen, and businesses can only thrive, if there is a strong foundation of public services. Local Authorities play a significant role in driving economic growth, yet core services continue to be under significant and increasing pressure, having lost nearly £15 billion of core government funding over the last decade. **Government must recognise the crucial role that councils play in growth and provide sufficient funding and certainty for councils in the long term.** This should include a long-term solution for funding adult social care and support for SEND.
6. **Increase government commitment to net zero.** West Yorkshire's asks of government in the Skidmore Review are:
 - a. National policy must provide long-term funding certainty to develop strategic approaches to decarbonisation.
 - b. Further devolved skills funding and powers to Mayoral Combined Authorities.

- c. Financial mechanisms/models to allow support homeowners to implement energy efficiency and heat decarbonisation without an upfront cost.
 - d. Introduce a comprehensive SME business efficiency programme based on the various ERDF supported local authority delivery projects.
 - e. Strengthen national policy guidance and the introduction of a legal provision for planning on climate change.
7. Work with us to turn ‘net zero’ into ‘net gain’. We are making major investments that will accelerate the UK’s progress towards zero carbon, from smart manufacturing and the export of electric vehicles to community-led retrofit and measures to decarbonise public transport and industrial emissions. These are all industries that will create jobs, grow the skills base, and improve community wellbeing. At COP27, the Prime Minister urged the world to go further and faster on the transition to renewable energy and to limit the devastating impact of the climate crisis. **Give local leaders the powers and funding necessary to develop local plans that enable co-investment with the private sector to meet our net zero target.**
8. **Accelerate the decoupling of gas from electricity prices** to enable consumers to benefit fully from cheap domestic low-carbon generation. I urge the government to commit to the 2019 manifesto pledge to invest in clean energy solutions and green infrastructure which will reduce carbon emissions and pollution, and deliver energy cost savings for business and households, not just in West Yorkshire, but across the UK.
9. **Provide proper funding to support our local police and the local criminal justice system**, in order to help address the likely increase in demand caused by the cost-of-living crisis, the impact of inflation and energy prices on our police budgets, and the backlog of cases in the criminal courts that is preventing people from obtaining swift justice.
10. **Work with us to maximise our innovation potential across our business base and seven HEIs**, including exploring opportunities to work collaboratively with your department and Innovate UK on regional opportunities to address some of our biggest challenges, including increased R&D spend in the region and any future Innovation Deals (Innovation Accelerators or beyond).

I look forward to welcoming you to West Yorkshire to meet with me and discuss how we can work collaboratively with you to deliver on our shared objectives.

Yours sincerely,



Tracy Brabin
Mayor of West Yorkshire

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Report to: West Yorkshire Combined Authority

Date: 8 December 2022

Subject: **Inflation: Transport Programmes**

Director: Melanie Corcoran, Director of Delivery

Author: Caroline Farnham-Crossland, Transport Partnerships Lead

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

1. Purpose of this Report

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

2. Introduction

- 2.1 On 10 November 2022, the Finance, Resources and Corporate Committee (FRCC) met to discuss the outcome of the inflation review work undertaken by the CA and district partners. The inflation review considered transport infrastructure schemes that could be delivered over a long period, where business cases and designs could continue and the schemes implemented by other future funding sources. A number of schemes are recommended to pause but most schemes will continue to be delivered and existing programmes will fund development work to the next decision point where

possible. By adding developed schemes to our pipeline we are building more robust future programmes and reducing overprogramming in our existing programmes, creating headroom on transport programmes, so that additional funding requests due to inflation can be addressed.

- 2.2 The FRCC recommended for approval to CA that the projects listed in **Appendix 1** should be added to the pipeline and the Revised Full Funding required to reach the pause decision point be approved.
- 2.3 The FRCC also recommended for approval at CA that the projects listed in **Appendix 2** should obtain additional funding to enable them to continue into delivery.
- 2.4 The FRCC also recommended that the revised milestones in **Appendix 3 and Appendix 4** should be approved at CA.

3. Analysis and Assessment

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

4. Principles

- 4.1 The projects recommended for pausing will, where possible, continue to be developed to the next decision point. After this stage, those projects identified as being able to pause, will be added to the pipeline to respond to alternative funding when it becomes available. This means projects will have a longer duration for delivery than previously planned. This allows us to address the immediate inflation issues on projects, whilst maintaining our transport portfolios for future funding opportunities.
- 4.2 Two Bus Park and Ride, and a number of Rail Park and Ride schemes will be paused and added to the pipeline. This will allow demand levels to be further reviewed as current demand levels have not yet returned to pre-covid levels. As demand increases we will further review schemes at that point.
- 4.3 The Corridor Improvement Programme Phase 2 projects will continue to be developed to the next decision point. After this decision point, these projects will be added to the pipeline to respond to alternative funding sources as they become available.
- 4.4 Some projects have already applied for alternative funding such as City Regional Sustainable Transport Settlement (CRSTS), Major Road Network (MRN) and Levelling Up Fund (LUF) Round 2. We have been successful in securing the CRSTS funding, and some projects have been identified to transfer to the CRSTS programme. We are awaiting decisions on whether projects have been successful in securing MRN and LUF2 funding.
- 4.5 A number of TCF corridor projects will be taken forward to the next development stage and the intention will be to identify elements of these that meet our BSIP priorities and take these into final development and delivery stages subject to these meeting the desired expectations around outputs, benefits and quality standards.
- 4.6 The funding from the pause and pipeline projects will be returned into the Transport Fund overprogramming and be used to create headroom. It will not be returned to individual programmes.

5. Schemes to be developed further and added to the Transport Pipeline

- 5.1 The table in **Appendix 1** lists the pause and pipeline projects that have been identified. It also includes those projects where alternative funding sources have been bid for, the indicative funding approvals, the next decision point that these projects will be developed to before being paused and pipelined and the Revised Full Funding required to reach the pause decision point be approved.
- 5.2 The table in **Appendix 2** shows the additional funding requests on projects that have been prioritised and the new indicative / full funding total. Please note that funding requests highlighted in red are full funding approvals.
- 5.3 Both appendices list current expenditure, this was taken from Q1 data so may be different after Q2 claims have been processed.

6. Cross Boundary schemes

6.1. As detailed in the district information above, there are a number of cross boundary schemes that have been considered as part of the inflation review. The recommendations for these are detailed below:

- A641 Calderdale, Kirklees, Bradford- recommend continue to develop and deliver through Transport Fund
- A629 Ph4- Calderdale, Kirklees- recommend phase 4 is paused and added to pipeline to seek alternative funding.
- M2D2L- Kirklees, Leeds- recommend to continue to develop to FBC and deliver activity in Leeds, within budget and add to pipeline for unfunded elements.

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

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

7. Financial Summary

	TF	TCF	CRSTS	Additional TF	Additional TCF	Additional CRSTS	District / CA total
Bradford	£ 106,736,000	£ 16,259,000			-£ 16,259,000		£106,736,000
Calderdale	£ 35,575,000	£ 17,500,000		-£ 15,217,323	-£ 4,251,343		£33,606,334
Kirklees	£ 33,470,756	£ 5,300,000		-£ 5,800,000	-£ 2,448,000		£30,522,756
Leeds	£ 17,732,000	£ 28,540,000	£ 14,000,000	-£ 8,100,000	-£ 10,353,214	-£ 3,000,000	£38,818,786
Wakefield	£ 10,855,000	£ 19,175,005		-£ 2,500,000			£27,530,005
CA	£ 26,828,167	£ 10,000,000			-£ 7,547,000		£29,281,167
TOTALS	£ 231,196,923	£ 96,774,005	£ 14,000,000	-£ 31,617,323	-£ 40,858,557	-£ 3,000,000	£266,495,048
Total Savings	£ 341,970,928						
Total Additional Ask	-£ 75,475,880						
OVERALL	£ 266,495,048						
Headroom	£ 80,196,923	£84,742,607					

7.1 The table above shows overall net savings of £266m have been identified across all transport programmes. This reduces over-programming and allows for some contingency/headroom in both the TCF and TF programmes and within TCF this also allows us to identify key elements of the corridor schemes in the programme that can be delivered to meet TCF and BSIP priorities. It also results in a strong pipeline of developed schemes that are ready to come forward when future funding becomes available.

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

8. Assurance Framework Implications

- 8.1 The approval of the recommendations in this report will mean that no further approvals for the changes requested will be required through the Assurance Framework. Projects will continue on their approval pathways and routes, as set out in their existing approvals or revised through this report, to the next decision point.
- 8.2 Deeds of variation will be executed to enable the changes to finances and milestones to be enacted. A recommendation is included to allow this.
- 8.3 Projects will only spend within their current funding allocation to get them to the next decision point and will not require additional funding other than funding that has been requested through the inflation review. The new indicative / full approvals have been detailed in **Appendix 1 and 2**.
- 8.4 Projects will continue to be developed to relevant quality standards, e.g. LTN/120 to ensure those that continue into delivery or continue onto a pipeline maintain the quality standards required for transport projects. Some schemes have had change requests or business cases for consideration through the Assurance Framework during this programme review period.

9. Consultations and discussions

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

Group / Committee	When	Complete
Finance and Resources Committee (FRCC)	July 2022	Complete
Chief Highways Officers	July 2022 onwards	Complete
Directors of Development	July 2022 onwards	Complete
Chief Executives	July & October 2022	Complete
The Mayor and Council Leaders	July & 13 October 2022	Complete
FRCC	10 November 2022	Complete
Combined Authority	8 December 2022	Complete
Transport Committee	14 December 2022	

10. DfT

- 10.1 The TCF and CRSTS programmes were developed with DfT approval of named projects and outputs. DfT have confirmed that they do not need to

review/approve the notion or process of an authority-led Inflation review. However, DfT would want to review the changes the authority wants to make as a result of that review, if they fall under the change control criteria for the relevant scheme/s (£20m change to projects requires DfT approval, below £20m change is assured through the CA assurance framework).

11. Timescales Review

- 11.1 The annual Transport Fund Review requires districts to submit information relating to changes to finances and milestones on all transport projects. As a result of the urgent inflation work, the decision was made to utilise the inflation review to assess the milestone timescales information on projects with a view to resetting baseline milestone data based on any changes to timescales on projects. This is in place of undertaking a separate review. The outcome of this milestone review is included in **Appendix 3**.
- 11.2 It is worth noting that increases in project timescales could result in further cost increases as inflation rates are expected to increase further.
- 11.3 A parallel review of project key milestones and timescales has taken place on the TCF Programme. The new assurance milestone dates are included in this report as **Appendix 4** and are recommended for approval.

12. Tackling the Climate Emergency Implications

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

13. Inclusive Growth Implications

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

14. Equality and Diversity Implications

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

15. Financial Implications

- 15.1 The recommendations, if approved, will reduce the pressure on the capital programme. The Combined Authority will continue to review the economic climate and take advice on how future inflation trends could impact on its programme of works.

16. Legal Implications

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

17. Staffing Implications

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

18. External Consultees

- 18.1 No external consultations have been undertaken.

19. Recommendations

- 19.1 That the Combined Authority approve:
- i) The projects to be pipelined and the Revised Full Funding required to reach the pause decision point, as set out in this report. (Appendix 1).
 - ii) The new project indicative / full allocations, as set out in this report (Appendix 2).
 - iii) The additional funding requests on projects in WYTF, TCF and CRSTS, as set out in this report.
 - iv) The re-baselined based on the milestone information included in the report (Appendix 3 and 4).
 - v) That no further approvals for the changes requested will be required through the Assurance Framework and that projects continue on their approval pathways and routes to the next decision point.
 - vi) The Combined Authority enters into a Funding Agreement or an addendum to the existing Funding Agreement with the relevant partner for expenditure as detailed in Appendix 1 and 2 and for milestone dates as detailed in Appendix 3 and 4.

20. Background Documents

- 20.1 There are no background documents referenced in this report.

21. Appendices

- Appendix 1 – List of pipeline projects, including projects with alternative funding sources, new indicative allocations and next decision point information.
- Appendix 2 – List of additional funding requests, including new indicative allocations.
- Appendix 3 - Transport Fund revised milestone data
- Appendix 4 - TCF revised milestone data

Funding Programme	Programme	Project Name	Council Delivering	Project Status	Indicative Funding	Full Funding Approval	Actual Spend To Date	Pause & Pipeline £	Revised Full Funding required to reach the pause decision point	Pause at Decision Point
CRSTS		A61 (N) multi modal corridor improvements - Scott Hall Road bus lane	Leeds	FBC	£14,000,000	£0	£0	£14,000,000	£0	OBC
WYTF		A629 (Phase 4) - Ainley Top	Calderdale	OBC	£25,920,000	£7,085,000	£2,273,435	£22,850,000	£3,070,000	OBC
WYTF		A629 (Phase 5) - Ainley Top into Huddersfield	Kirklees	FBC	£13,300,000	£4,418,295	£2,764,006	£2,753,653	£10,546,347	FBC
WYTF		A650 Tong Street	Bradford	FBC	£20,000,000	£2,715,000	£419,502	£16,000,000	£4,000,000	FBC
WYTF		Bradford to Shipley Corridor	Bradford	OBC	£47,900,000	£3,979,000	£3,989,000	£36,400,000	£11,500,000	FBC
WYTF		CityConnect Phase 3 Cooper Bridge	Kirklees	OBC	£1,844,228	£350,000	£598,665	£1,144,228	£700,000	OBC
WYTF		CityConnect Phase 3 Huddersfield Town Centre	Kirklees	FBC	£1,275,640	£180,000	£645,050	£1,095,640	£180,000	OBC
WYTF		Corridor Improvement Programme - Bradford - A6177 and Cutler Heights	Bradford	OBC	£10,010,000	£670,000	£445,380	£9,340,000	£670,000	OBC
WYTF	-	Corridor Improvement Programme - Calderdale - A629 North - Orange Street	Calderdale	FBC	£6,100,000	£1,810,000	£560,313	£4,290,000	£1,810,000	FBC
WYTF	CIP	Corridor Improvement Programme - Kirklees - A629 - Fenay Lane	Kirklees	OBC	£7,500,000	£600,000	£172,504	£6,900,000	£600,000	OBC
WYTF	CIP	Corridor Improvement Programme - Kirklees - Huddersfield Southern Corridors	Kirklees	FBC	£11,668,000	£2,534,000	£3,875,251	£1,352,235	£10,315,765	FBC
WYTF		Corridor Improvement Programme - Leeds - A58 Roundhay Road	Leeds	FBC	£9,530,000	£1,259,000	£567,895	£5,000,000	£4,530,000	FBC

WYTF		Corridor Improvement Programme - Leeds - Dawsons Corner	Leeds	FBC	£14,480,000	£2,607,000	£1,931,046	£6,000,000	£8,480,000	FBC
WYTF	-	Corridor Improvement Programme - Wakefield - A638 Doncaster Road	Wakefield	FBC	£6,300,000	£1,650,000	£525,232	£4,650,000	£1,650,000	FBC
WYTF	-	Corridor Improvement Programme - Wakefield - A639 Park Road	Wakefield	OBC	£570,000	£570,000	£527,607	£0	£570,000	OBC
WYTF	-	Corridor Improvement Programme - Wakefield - Owl Lane	Wakefield	OBC	£54,062	£75,000	£54,063	£0	£54,063	OBC
WYTF		Halifax Station Gateway	Calderdale	FBC	£10,600,000	£2,165,000	£1,585,105	£8,435,000	£2,165,000	OBC
WYTF		Huddersfield Station Gateway (Phase 1)	Kirklees	OBC	£10,050,000	£115,000	£190,339	£9,500,000	£550,000	OBC
WYTF		Leeds Inland Port	Combined Authority	FBC	£3,170,000	£0	£0	£3,170,000	£0	OBC
WYTF		Mirfield to Dewsbury to Leeds (M2D2L)	Kirklees	FBC	£12,060,000	£1,255,000	£957,914	£10,725,000	£1,335,000	FBC
WYTF		Rail Parking Package - Apperley Bridge	Combined Authority	OBC	£1,200,000	£113,100	£93,921	£1,086,900	£113,100	OBC
WYTF		Rail Parking Package - Ben Rhydding	Combined Authority	OBC	£2,080,000	£150,000	£50,128	£1,930,000	£150,000	OBC
WYTF		Rail Parking Package - Guiseley	Leeds	OBC	£7,000,000	£268,000	£107,343	£6,732,000	£268,000	OBC
WYTF	-	Rail Parking Package - Outwood	Wakefield	FBC	£2,731,000	£286,000	£286,000	£2,445,000	£286,000	FBC
WYTF		Rail Parking Package Phase 1	Combined Authority	OBC	£0	£0	£0	£1,389,477	£0	OBC
WYTF		Rail Parking Package phase 2	Combined Authority	OBC	£20,252,993	£2,016,000	£206,203*	£20,046,790	£206,203	OBC
WYTF		South East Bradford Access Road	Bradford	OBC	£46,300,000	£1,304,000	£655,183	£44,996,000	£1,304,000	OBC
TCF	(TCF) Multi-Modal Corridors	TCF - A61 Bus - Cycle Walking Improvements	Leeds	OBC	£4,640,000	£0	£0	£4,640,000	£0	OBC

TCF	(TCF) Multi-Modal Corridors	TCF - A61 Bus - Cycle - Walking Improvements	Wakefield	OBC	£7,000,000	£479,350	£321,071	£5,360,000	£1,640,000	FBC
TCF	(TCF) Multi-Modal Corridors	TCF - A629 Wakefield Road Sustainable Travel Corridor	Kirklees	OBC	£6,000,000	£700,000	£308,461	£5,300,000	£700,000	OBC
TCF	(TCF) Multi-Modal Corridors	TCF - A639 Bus - Cycle - Walking Improvements	Leeds	OBC	£5,500,000	£0	£0	£4,500,000	£1,000,000	De-scoped
TCF	(TCF) Multi-Modal Corridors	TCF - A639 Bus - Cycle - Walking Improvements	Wakefield	OBC	£5,400,000	£487,360	£291,863	£2,912,640	£2,487,360	De-scoped
TCF	(TCF) Multi-Modal Corridors	TCF - A64 Bus - Cycle - Walking Improvements	Leeds	OBC	£7,000,000	£680,400	£540,464	£4,400,000	£2,680,400	De-scoped
TCF	(TCF) Multi-Modal Corridors	TCF - A64 Park and Ride	Leeds	OBC	£15,000,000	£0	£0	£15,000,000	£0	OBC
TCF	(TCF) Hubs and Interchange	TCF - Halifax Rail Station Gateway	Calderdale	FBC	£22,500,000	£5,371,000	£3,673,720	£17,500,000	£5,000,000	OBC
TCF	(TCF) Multi-Modal Corridors	TCF - Network Navigation	Combined Authority	FBC	£15,200,000	£360,000	£95,682	£10,000,000	£5,200,000	De-scoped
TCF	(TCF) Multi-Modal Corridors	TCF - South Bradford Park and Ride and Expressway	Bradford	OBC	£20,000,000	£1,355,500	£1,547,500	£7,987,000	£12,013,000	De-scoped
TCF	(TCF) Access to Places	TCF - Wakefield City Centre Bus - Cycle - Walking Improvements	Wakefield	OBC	£13,600,000	£697,635	£634,482	£10,902,365	£2,697,635	De-scoped
TCF	(TCF) Multi-Modal Corridors	TCF - West Bradford - Cycle Superhighway Extension	Bradford	OBC	£17,500,000	£1,464,500	£1,364,062	£8,360,000	£9,140,000	De-scoped
WYTF		Transformational - West Yorkshire Mass Transit	Combined Authority	SOC	£4,600,000	£2,041,000	£1,832,182	£2,559,000	£2,041,000	SOC
WYTF		Transformational - West Yorkshire Strategic Transport Model	Combined Authority	SOC	£1,846,000	£0	£0	£1,846,000	£0	SOC

WYTF	-	Wakefield City Centre Package (Phase 2) - Ings Road	Wakefield	FBC	£4,530,000	£880,000	£157,203	£3,760,000	£770,000	FBC
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*** CRSTS A61N Scott Hall Road will be removed from CRSTS programme. This was originally an overprogrammed project in CRSTS**

Agenda Item 6

Appendix 2

Funding Programme	Programme	Project Name	Council Delivering	Project Status	Indicative Funding	Full Funding Approval	Actual Spend To Date	Funding gap / Additional ask £	Revised Indicative / Full Funding Total
WYTF		A58 - A672 Corridor	Calderdale	Delivery	£4,947,000	£4,947,000	£1,298,918	£495,000	£5,442,000
WYTF		A62 to Cooper Bridge Corridor Improvements	Kirklees	FBC	£69,300,000	£4,923,000	£2,284,284	£5,800,000	£75,100,000
WYTF		A629 (Phase 1b)	Calderdale	Delivery	£28,119,000	£28,119,000	£15,635,492	£8,500,000	£36,619,000
WYTF		A629 (Phase 2)	Calderdale	FBC	£47,840,000	£5,844,000	£4,664,411	£5,500,000	£53,340,000
WYTF		A646 - A6033 Corridor	Calderdale	Delivery	£3,988,000	£3,988,000	£1,236,772	£699,000	£4,687,000
CRSTS		A660 Bus Priority & Cycle Corridor Lawnswood	Leeds	OBC	£6,200,000			£3,000,000	£9,200,000
WYTF	-	Castleford Growth Corridor Scheme	Wakefield	FBC	£7,270,000	£2,239,000	£1,591,880	£2,000,000	£9,270,000
WYTF	-	Corridor Improvement Programme - Wakefield - A650 Newton Bar	Wakefield	Delivery	£8,635,000	£8,635,000	£3,396,430	£500,000	£9,153,000
WYTF		Leeds City Centre Network and Interchange Package - City Square Plus	Leeds	Delivery	£1,154,000	£1,154,000	£0	£2,700,000	£3,854,000
WYTF		M2D2L	Leeds	OBC	£440,000	£440,000	£57,839	£5,400,000	£5,840,000
TCF	(TCF) Access to Places	TCF - Bradford City Centre Cycling and Walking Improvements	Bradford	OBC	£30,000,000	£2,152,500	£2,517,637	£13,166,000	£43,166,000
TCF	(TCF) Hubs and Interchange	TCF - Bradford Interchange Station Access	Bradford	OBC	£13,200,000	£6,404,722	£2,030,869	£3,181,000	£16,381,000
TCF	(TCF) Access to Places	TCF - Eiland Rail Station Access	Calderdale	FBC	£5,276,350	£930,000	£412,034	£2,761,064	£8,037,414
TCF	(TCF) Hubs and Interchange	TCF - Huddersfield Bus Station	Combined Authority	OBC	£4,500,000	£588,630	£498,307	£7,547,000	£12,047,000
TCF	(TCF) Hubs and Interchange	TCF - Huddersfield Bus Station (Kirklees)	Kirklees	OBC	£4,500,000	£310,000	£241,051	£2,448,000	£6,948,000
TCF	(TCF) Hubs and Interchange	TCF - Leeds Station - Sustainable Travel Gateway	Leeds	ATP	£34,961,041	£10,336,039	£5,394,806	£10,353,214	£45,314,255
TCF	(TCF) Access to Places	TCF - North Halifax Improved Streets for People	Calderdale	FBC	£10,637,330	£1,980,000	£606,619	£850,986	£11,488,986
TCF	(TCF) Access to Places	TCF - West Halifax Improved Streets for People	Calderdale	FBC	£7,991,158	£1,827,000	£608,726	£639,293	£8,630,451
WYTF		UTMC (Phase A)	Calderdale	Delivery	£466,458	£466,458	£62,744	£23,323	£489,781

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

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LBA Connectivity Package	-	-	01/04/2023	31/09/2023	31/01/2024	31/12/2025	31/03/2026
LBA Parkway	-	-	-	-	-	-	-
LBA Surface Access Programme	-	-	-	-	-	-	-
Leeds City Centre Network and Interchange Package - Armley Gytratory	-	-	-	-	17/06/2022	18/01/2024	01/04/2024
Leeds City Centre Network and Interchange Package - Boar Lane	-	-	-	-	11/11/2022	21/10/2025	31/12/2025
Leeds City Centre Network and Interchange Package - City Square Plus	-	-	-	-	06/09/2022	31/09/2023	31/09/2024
Leeds City Centre Network and Interchange Package - Infirmary Street	-	-	-	-	-	31/03/2023	31/03/2024
Leeds City Centre Network and Interchange Package - Meadow Lane	-	-	-	-	-	31/04/2023	31/04/2024
Leeds City Centre Network and Interchange Package - Regent Street	-	-	-	-	04/02/2021	31/08/2023	31/08/2024
Leeds ELOR and North Leeds Outer Ring Road	-	-	-	-	10/10/2019	31/07/2023	31/07/2024
Leeds Station Gateway - Leeds Integrated Station Masterplan	-	28/06/2018	-	-	-	-	-
Leeds Station Gateway - New Station Street	-	-	-	-	28/06/2019	-	-
Mirfield to Dewsbury to Leeds (M2D2L)	-	-	07/04/2021	01/02/2023	-	-	-
Rail Parking Package - Apperley Bridge	-	-	31/05/2023	-	-	-	-
Rail Parking Package - Ben Rhydding	-	-	31/05/2023	-	-	-	-
Rail Parking Package - Fitzwilliam	-	-	-	-	-	-	15/01/2020
Rail Parking Package - Garforth	-	-	-	-	-	30/04/2022	30/04/2023
Rail Parking Package - Guiseley	-	-	31/09/2023	-	-	-	-
Rail Parking Package - Hebden Bridge	-	-	-	-	07/07/2017	01/05/2022	01/03/2023
Rail Parking Package - Mirfield A	-	-	-	-	-	-	15/01/2020
Rail Parking Package - Moorthorpe	-	-	-	-	06/02/2020	01/05/2024	01/03/2025
Rail Parking Package - Mytholmroyd	-	-	-	-	16/11/2018	01/05/2022	01/03/2023
Rail Parking Package - Normanton	-	-	-	-	16/04/2020	01/01/2024	01/11/2024
Rail Parking Package - Outwood	-	-	25/11/2021	31/12/2022	-	-	-
Rail Parking Package - Shipley	-	-	-	30/11/2022	31/01/2023	30/04/2024	30/04/2025
Rail Parking Package - South Elmsall	-	-	-	-	-	-	15/01/2020
Rail Parking Package - Steeton and Silsden	-	-	-	-	10/10/2019	30/06/2023	30/06/2024
South East Bradford Access Road	-	27/06/2019	30/09/2023	-	-	-	-
Thorpe Park Station	-	-	-	31/12/2022	28/02/2023	31/07/2024	31/01/2025
Transformational - A6120 Leeds Northern Outer Ring Road Improvements	-	-	-	-	-	-	28/04/2023
Transformational - Bradford Interchange Station Gateway (Phase 2)	-	01/02/2018	-	-	-	-	-
Transformational - Bradford Transport Model	-	-	-	-	14/08/2020	01/01/2023	-
Transformational - Kirklees Transport Model	-	-	-	-	27/09/2019	30/11/2022	30/11/2022
Transformational - LCR Inclusive Growth Corridor Plans	-	-	-	-	-	-	-
Transformational - Leeds Transport Model	-	-	-	-	01/05/2020	31/03/2023	31/03/2024
Transformational - NE Calderdale Transformational Programme Study	-	05/04/2018	-	-	-	-	-
Transformational - North Kirklees Orbital Route Feasibility Study	-	03/08/2017	-	-	-	-	-
Transformational - South Featherstone Link Road Feasibility Study	-	03/08/2017	-	-	-	-	-
Transformational - Wakefield Transport Model	-	-	-	-	-	-	-
Transformational - West Yorkshire Mass Transit	-	-	-	-	-	-	-
Transformational - West Yorkshire Strategic Transport Model	-	-	-	-	-	-	-
Transformational - York Northern Outer Ring Road Dualling Feasibility Study	-	03/08/2017	-	-	-	-	-
Wakefield City Centre Package (Phase 1) - Kirkgate	-	-	-	-	-	-	07/10/2021
Wakefield City Centre Package (Phase 2) - Ings Road	-	-	31/03/2024	-	-	-	-
Wakefield Eastern Relief Road	-	-	-	-	12/12/2014	01/11/2022	31/05/2024
West Yorkshire Integrated UTMC (Phase A) - Bradford	-	-	-	-	21/12/2018	30/05/2023	30/05/2024
West Yorkshire Integrated UTMC (Phase A) - Calderdale	-	-	-	-	21/12/2018	30/05/2023	30/05/2024
West Yorkshire Integrated UTMC (Phase A) - Kirklees	-	-	-	-	21/12/2018	30/05/2023	30/05/2024
West Yorkshire Integrated UTMC (Phase A) - Leeds	-	-	-	-	21/12/2018	30/05/2023	30/05/2024
West Yorkshire Integrated UTMC (Phase A) - Wakefield	-	-	-	-	21/12/2018	30/05/2023	30/05/2024

West Yorkshire Integrated UTMC (Phase B)	-	-	-	-	12/07/2019	31/05/2023	31/08/2023
West Yorkshire Integrated UTMC (Phase B2)	-	-	-	-	18/12/2020	31/05/2023	31/08/2023
West Yorkshire Integrated UTMC (Phase C)	-	-	-	-	28/08/2020	31/05/2023	31/08/2023
York Castle Gateway	-	-	06/01/2022	01/10/2023	01/12/2023	01/12/2025	01/12/2026
York Central - TF	-	-	-	-	31/03/2022	31/08/2025	31/08/2026
York Central Access (Homes England)	-	-	-	-	20/04/2022	27/06/2025	27/06/2026
York Northern Outer Ring Road - Phase 1 (Wetherby Road)	-	-	-	-	-	-	01/02/2021
York Northern Outer Ring Road - York Outer Ring Road - Great North Way Roundabout	-	-	-	31/08/2025	31/03/2026	31/10/2027	31/10/2027
York Outer Ring Road Dualling - A19 to A64 Little Hopgrove - TF	-	-	-	01/04/2023	31/06/2023	31/07/2025	31/07/2026

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Appendix - TCF Programme Milestones

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

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

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Report to: West Yorkshire Combined Authority

Date: 8 December 2022

Subject: **Business planning and budgets**

Director: Angela Taylor, Director, Corporate and Commercial Services

Author: James Nutter, Corporate Planning and Performance Manager

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

1. Purpose of this report

- 1.1 To consider and seek agreement to revisions to the current year (2022/23) business plans.
- 1.2 To consider the revised budget forecast for 2022/23 and proposals for the 2023/24 budget in the context of a three year financial strategy.
- 1.3 To consider and input to preparations for 2023/24 business plans in light of the move to an outcome led organisation.

2. Information

Business Planning 2022/23

- 2.1 2022-23 Business Plans are being reshaped to allow for factors impacting on delivery such as the economic and financial situation across the West Yorkshire partnership as a result of the cost of living crisis, rising energy costs, and new and emerging areas of work. Re-visiting the plans based on what can be delivered in this new fiscal environment with the existing establishment, will help to inform the budget and business planning process for 2023-24.
- 2.2 Directorate business plans were formulated in late 2021 and approved in spring 2022. These plans were developed to meet the organisation's corporate objectives and make progress on delivering the Mayor's pledges. Since that time good progress continues to be made on delivery of objectives and the Business Plan components e.g., securing external funds such as the City Region Sustainable Transport Settlement. There are areas of challenge though which impact on the full delivery of the 2022/23 business plan, namely:

- Inflationary pressures driving costs up beyond committed budgets;
- The cost of living crisis and broader fiscal environment for the West Yorkshire partnership requiring a shift in priority; and
- The Authority's ability to successfully recruit and reach a full staffing contingent.

2.3 As a result of the challenges outlined above, Directors have identified business plan components that need to be stopped or paused. These areas have been considered by members of the Finance, Resources and Corporate Committee and are as follows:

Corporate and Commercial Services

2.4 Of the headlines presented in the Corporate and Commercial Services 2022/23 Plan on a Page, the following activities have been identified as delayed due to a combination of lack of resource or increasing complexity. It has been noted that successful recruitment to current vacancies would allow for faster progress to be made towards completing this year's business plan:

- Progression of the review of the terms and conditions of employment across the workforce (HR);
- Further development of contract management outcomes (Commercial);
- Create and implement a plan for further Commercialisation of the organisation (Commercial);
- Websites technical management is continued; however, the development of the website and online strategy has been delayed (IT); and
- Further digital transformation via MCA Digital programme (IT).

2.5 Additional activities for 2022/23 have been identified for Human Resources:

- Reviewing the organisational design principles and business operating model, making recommendations on the organisational structure; and,
- Developing a programme of organisational change to be carried out across directorates, supporting the agreed operating model or organisational priorities.

Policy and Development

2.6 Progress has been made across most of the Policy and Development priorities. Some areas have been delayed due to capacity, a delay in Government guidance and the need to respond to new areas of work. Many areas of the policy and development work were already scheduled to run into next year.

Place and Environment

2.7 This is an area where the CA had agreed to increase capacity and whilst we have had some new recruits, they have only just joined and there remain several vacancies. We are awaiting guidance on the Nature Recovery Strategy and so propose to delay this into next year. We are taking longer to develop the Housing Strategy as we prioritise the work to support site development. We are delaying the refresh of the flood policy position and

digital infrastructure action plan. We also have a different assurance pathway for the wave one climate actions and housing revenue fund next steps.

Transport Policy

- 2.8 All of the transport policy business plan priorities are continuing, however timeframes for some policies and plans have been reviewed to fit with the timeframe for the development of a new Local Transport Plan which falls into the new year.

Mass Transit

- 2.9 Mass Transit are maintaining the 2022/23 business plan commitments and will continue to grow the team as per the plan to support this delivery of the development workstreams.

Policing, Strategy and Communications

Media, Marketing and Comms

- 2.10 The Combined Authority's function has undergone a substantial restructure and been subject to an LGA peer review. It has taken time to recruit into revised roles. The majority of plans will be delivered in line with expectations against the current business planning cycle. Sharp prioritisation will be required into 2023-24. New priorities on organisational evolution and colleague communications will require focussed resource. The output and impact of the team has increased exponentially since before devolution.

Strategy

- 2.11 Capacity has been diverted to Equality, Diversity and Inclusion, and the Cost of Living crisis has demanded that we resource the development of the Mayor's Voluntary and Community Sector fund and coordinate the CA / LEP activity. Therefore, some priorities have changed. The development and implementation of the West Yorkshire Plan has progressed well but over a slightly longer timescale than originally envisaged. Work on the Inclusivity Champion and Fair Work Charter is progressing but to a longer timescale than planned. Work on tourism and destination management will require reprioritisation of resources.
- 2.12 The Strategy team is also responsible for the UK Shared Prosperity Fund. Meeting the Government requirements for this fund has required resource to be focussed on this work rather than wider strategic finance development. Recruitment is underway to support the CA's role as Lead Authority,

Research and Intelligence

- 2.13 Key priorities are continuing but require rescoping, including carbon appraisal and decarbonisation, and Strategic Assessment appraisal (which will be managed through a reduction in the level of appraisal required at this stage). A key priority for the team is the modelling and data collection work to support the development of business cases for Mass Transit and Bus Reform. There have been some delays to data collection, but this will not affect the critical path.

Policing and Crime / Violence Reduction Unit

- 2.14 Policing & Crime and VRU have separate budgets and all business as usual activity is continuing as planned – including accountability, complaints, precept, commissioning and engagement, and the delivery of the Violence Reduction Response Strategy.

Delivery

- 2.15 Economic Implementation has seen growth in activity in year in the following work areas: climate and environment, Retrofit Booster, Investment Zones, flood resilience. There has also been an unexpected continuation of the Broadband Contract 3.
- 2.16 Transport Implementation and Transforming Cities Fund have undertaken the inflation review which will add £270m to the pipeline with schemes that are working to outline and/or full business cases.

Transport and Property Services

- 2.17 Most of Transport and Property Services comprises continuing interconnected business as usual activities which do not lend themselves to a simple stop/start/ continue choice. In year options for 2022/23 are largely limited as much of the TPS activity is established in contracts which would require amendment or it takes the form of directly employed staff providing front line services such as bus stations.

Inclusive Economy, Skills and Culture

- 2.18 Many programmes across Economic Services are externally funded with contract requirements; overall, funding for this year has been allocated for many programmes and monitoring requirements allow little flexibility (if any) to be allocated elsewhere.
- 2.19 Business, Innovation, Skills, and Culture Policy work is on track to meet all five of their business plan objectives with the exception of two areas. The progress on manufacturing task force has taken longer which means that the work on the delivery will begin later in the year. Work on community wealth building and alternative business models has also been delayed but will continue next year, working with growth service to promote new models.
- 2.20 It is also noted across the directorate that the timing of recruitment for several programmes, and in recruitment/not backfilling more senior roles within the CA, have provided modest savings.

Revenue budget re-forecast and in-year review 2022/23 and budget 2023/24

- 2.21 Work has been progressing to establish a revised forecast for the current year and prepare a budget for 2023/24 and indicative budgets for the subsequent two years. This is challenging in the context of a volatile external economic environment, with assumptions made in February 2022 when setting the budget on inflation and funding for example being subject to significant change over the last eight months.
- 2.22 When the 2022/23 budget was presented for approval in February 2022 confirmation was still awaited on certain funding streams including the mayoral capacity fund which is determined annually by government. While this was subsequently confirmed for the current year it is unclear if it will continue.

Funding to support LEP activities for this year was cut, and again it is not clear what will happen next year. Further detail on these funding streams was not forthcoming at the fiscal event on 17 November.

- 2.23 Planning and managing expenditure on bus has been particularly difficult over the past two years, and this challenge will continue into the future as cost pressures continue. In 2021/22 expenditure on bus tendered services increased as a result of changes in the operating environment and the consequences of the pandemic. This was at a time when government required transport authorities and bus operators to work together to provide a viable bus service, with some support from government in the form of bus recovery grants which met some of the additional costs.
- 2.24 Costs have continued to increase in the current year, driven by inflation and the consequences of bus operators actions and failure of CT Plus. At the same time expenditure on concessionary travel has remained at pre-pandemic levels and this has enabled the transfer of budget from concessions to bus tendered services in year. This has enabled the current network to broadly be maintained but means that continuing inflationary increases in future years will not be able to be contained within current budgets.
- 2.25 Bus service provision including concessionary fares is an area funded by the transport levy which is paid by the five constituent authorities. The levy has remained largely cash flat (ie real term reduction) over the last ten years and local authority partners have already indicated that they do not expect to be able to fund any increase given the pressures on their budgets. While the levy is assumed to remain cash flat the collection mechanism is based on population so any changes in relative population between the local authorities will change the cost to them. This figure has been provided to the local authority Finance Directors for budget purposes, and shows moderate variation compared to last year (please see **Table 1** below).

	Relevant Population Rebasing mid year population following 2021 census	Net 2022/23 £	Gross 2023/24 £	% of levy By District %	Refund 2023/24 £	Net 2023/24 £
Bradford	546,400	22,903,523	23,932,301	23.24%	946,599	22,985,703
Calderdale	206,600	8,725,131	9,049,073	8.79%	482,771	8,566,302
Kirklees	433,300	17,897,098	18,978,525	18.43%	1,351,020	17,627,506
Leeds	812,000	33,121,629	35,565,572	34.53%	2,119,818	33,445,754
Wakefield	353,300	15,253,207	15,474,528	15.02%	199,203	15,275,325
	2,351,600	97,900,588	103,000,000	100.00%	5,099,411	97,900,589

- 2.26 Modelling has been undertaken on the likely range of costs for both bus tendered services and concessionary travel. This indicates that savings in concessionary travel this year and the unexpected continuation of bus recovery funding from government will enable the costs of tendered services to be met this year and provide a small surplus that may meet the expected costs next year but not beyond. This would enable the current network review to be concluded, and for options to be developed to determine a sustainable affordable network for subsequent years. This would cover all aspects of tendered services, including the complex funding arrangements in place for

schools travel. It should be noted that the provision of the English National Concessionary Travel Scheme is a statutory requirement, currently costing almost £40 million per annum.

- 2.27 BSIP funding has now been confirmed and this will provide funding for both additionality to the network as well as the ongoing funding for the Mayor's Fares initiative which is seeking to make bus travel more affordable and encourage more use of the network.
- 2.28 Inflationary pressures have impacted on other areas of the budget, including energy and ICT costs. Utilities forecast outturn for 22/23 is 50% above budget with further inflationary increases across utilities anticipated at 27% in 23/24 (18% in 24/25 & 25/26), representing on average £250k increase per annum. The costs of planned works and repairs for bus stations and shelters is showing a 10% increase in the current year, with increases expected at 5-10% in 24/25 onwards, an average £100k increase p.a. ICT contract costs are also increasing at levels reflecting the increase in inflation. The pay award for this year has just been settled at a level higher than the 2% budgeted, so in line with all other local government organisations this has put pressure on this year's budget and future years.
- 2.29 For 2022/23 the other main budget movements arise from savings on staffing due to the time taken to fill certain vacancies. Tighter vacancy management arrangements have been put in place to ensure all posts released for recruitment have been scrutinised and confirmed as essential. Recent changes in interest rates have also increased the return on cash balances held but as they are largely related to capital grants unspent it is proposed that this income is used to support the capital programmes that are severely impacted by inflationary increases.
- 2.30 The forecast for 2022/23 is therefore a break-even position, with transfers to be made to a capital reserve and the transport reserve. **Appendix 1** sets out the draft position for 2023/24 and indicative figures for the next two years, showing a small budget deficit for next year but an increasing problem in subsequent years. The detailed budget presentation is being reviewed to align with the new directorate structures presented for approval in a later item on this agenda.
- 2.31 As set out in above there is a position where, based on current assumptions, it may be possible to meet bus tendered services costs in 2023/24 but not beyond and action will be required in year to manage expectations and determine what is affordable on a longer-term basis. The financial challenge faced beyond 2023/24 is likely to be significant, given the real terms cut in levy and expected increasing cost of tendered service provision as commercial services are withdrawn. Delivery of the Bus Service Improvement Plan will drive change in the Combined Authority's role in bus service provision, fares and in its customer facing services
- 2.32 There are a number of cost increases in 2023/24 arising from inflation on ICT and maintenance contracts, energy and pay and challenges in funding the staffing position. A review is underway of the opportunity to utilise more capital recharges to reflect the increasing scale of work being undertaken across the organisation in support of the growing capital programme.

- 2.33 Work is also underway to re-visit the position on gainshare to ensure it is being utilised to best effect across the partnership to support shared priorities and capacity needed. Scenarios on using gainshare to fund a capital programme have also been developed to enable a strategic decision to be made on the point at which there is better value in using the funding to pay for borrowing but balanced against the flexibility of having revenue available to respond to emerging requirements.
- 2.34 Any decisions made on the revenue budget will need to be mindful of the forecast budget gaps in subsequent years, some of which is driven by continued increases in the cost of bus services with no increase in the transport levy, and some of which is driven by inflation in other areas of activity.
- 2.35 A closer focus on income generation opportunities will be prioritised. The Combined Authority does not generally provide services for which it can make a charge but an Asset Development Strategy seeks to identify if and where more money can be earned from the existing asset base. The recent launch of the Foresight West Yorkshire SME Investment Fund is expected in time to generate returns of 15% and exploratory conversations with the UK Investment Bank and the West Yorkshire Pension Fund have been held, seeking opportunities for investment or co-investment.

Capital programme

- 2.36 Work is underway to prepare an indicative three year capital programme based on known funding sources. A separate paper on this agenda considers the outcome of a review of the impact on inflation on the capital programme. This makes recommendations for pausing some of the current projects to enable a more affordable programme to be delivered in the short to medium term. It is likely that these actions will slow down expenditure particularly on the Transport Fund, and the impacts of any decisions made as a result of that paper will need to be incorporated in the capital programme forecast in the February 2023 budget report.
- 2.37 The current forecast spend for the City Region Sustainable Transport Settlement is high for the next three years, reflecting the profiles originally provided to the Department for Transport and in line with milestone targets set by sponsors. Forecasts are being reviewed with partners to ensure they are resilient and robust.
- 2.38 The indicative capital programme will be further shaped by the continuing discussions on future use of gainshare. Work is underway on the development of pipelines of projects for each investment priority and to what extent these could form part of a future capital programme with borrowing costs met by gainshare.

Reserves

- 2.39 The Combined Authority, in the same way as other local government organisations has a number of statutory reserves which arise from accounting requirements relating to capital grants and pensions. In addition the Combined Authority holds a general reserve and a small number of specific earmarked reserves which are considered in the paragraphs below.

2.40 Reserves policy for general reserve

Any budget proposal should be supported by an appropriate reserves policy. Good practice is that such a policy should be based on a risk assessment of the different areas of spend and income and as such will vary from year to year and from organisation to organisation. The impact of both the after-effects of the pandemic and the current economic crisis is that risks are increased in terms of size and impact. The workings for this year's reserves policy are set out in **Table 2** below and are based on the approach taken in previous years with an updated assessment of the relative risks currently facing the Combined Authority from the national living costs crisis. In previous years Members have been keen to understand how this compared to any national guidance and accepted that while a strategy of 5% is a prudent starting point, final decisions should reflect the extent of any earmarked reserves and the particular risk around different areas of income and expenditure.

Table 2 General Reserve Policy - DRAFT

Reserves Policy	Budget 2023-24 £m	Reserves 2023-24 £m
Risk on Concessions	46.18	
5% contingency for volatility of payments and bus operator landscape risks		2.31
Risk on Subsidised Bus services (gross)	26.88	
10% contingency due to inflationary and market conditions due to Covid19		2.69
Risk (general) on other areas of spend		
Passenger & Bus Station Services (net)	9.60	
Trade and Inward Investment	1.39	
Policy, Strategy and Communications	7.13	
Financing (net)	7.19	
Corporate Services	9.98	
	35.28	
Risk of inflation increases/capacity demands etc at 10% (previously 5%)		3.53
Other Risks 2023/24 (Covid19, cost of living crisis, operational matters)		2.00
Risk on income		
Risk arising due to lack of certainty on future funding		1.00
Risk that budgeted income falls short of expectations due to recession		1.50
Total reserves required		13.02

Other reserves

- 2.41 The West Yorkshire plus Transport Fund (WY+TF) reserve was established to enable effective management of the borrowing costs of the WY+TF and to avoid the need for sudden increases in levy funding. The WY+TF was established as part of the City Deal forerunner to the Mayoral Combined Authority and required a £250 million local contribution to match Government's £750 million. The current estimates on the capital programme forecast that this reserve starts to be utilised from 2023/24. The capital spend and use of this reserve for borrowing will be kept under annual review.
- 2.42 A specific transport reserve of £2 million was created at the end of the last financial year to support future transport cost pressures following the expected

as government funding comes to an end. The current year budget forecast identifies a further £3 million of non-recurring savings on concessionary transport reimbursement costs that it is proposed is transferred in the transport reserve to meet future demand, with this sum then utilised in 2023/24.

- 2.43 Capital reserves - the Combined Authority also has a number of capital reserves - usable capital reserves can only be used to fund capital expenditure including capital grants unapplied and capital receipt reserve, and other 'unusable' reserves, required for statutory purposes and which are not available for other purposes, including the pension reserve, capital adjustment account and revaluation reserve.

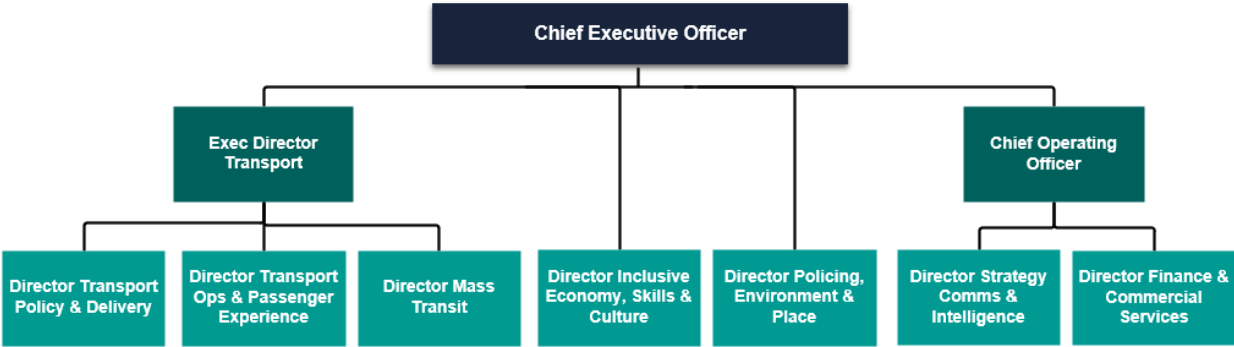
Other Reserves

Usable	£000
Transport Bus Reserve	2,000
West Yorkshire + Transport Fund Reserve	53,102
Capital Grant Unapplied	189,606
Usable Capital Receipt Reserve	27,519
Unusable	
Capital Adjustment Account	32,759
Financial instrument Adjustment Account	(1,215)
Pension Reserve	71,738
Revaluation Reserve	7,886
Donated Asset Account	1,787

Business Planning 2023/24

- 2.44 Final drafts of the 2023/24 Business Plan and Budget will be considered on 2nd February 2023. This plan will align to the new, outcome-led directorate structure and consider the immediate and emerging financial environment.
- 2.45 A detailed report on organisational evolution was considered at the Combined Authority meeting on 23 June. Recommendations included to shift the organisation's operating model to become outcome focussed, alongside a corresponding shift in the Director roles to embed this model. This is to give greater transparency of senior accountability across key areas and a greater read across from job roles to key performance outcomes for West Yorkshire.
- 2.46 It follows that business plans for 2023/24 be developed in line with the shift in operating model and structure. Figure 1 below sets out the revised Director role structure. Consideration of appointments to this new structure is the subject of a separate item on the agenda.

Figure 1: Draft Revised Senior Roles



2.47 Outcome led business plans are being developed with logic mapping at the heart of the process. The plans are being led and informed by the seven key priorities formulated by the Combined Authority and its partners (see Figure 2).

Figure 2: Overview of priorities



2.48 As the above priorities are underpinned by three cross-cutting aims listed below, so will the outcome led business plans be;

- Tackling the climate emergency
- Growing an inclusive economy
- Embedding equality, diversity and inclusion

2.49 The outcomes that will be delivered by the Combined Authority through this business plan will be heavily influenced by the cost of living crisis and tight fiscal environment that the West Yorkshire partnership is operating in.

2.50 A summary of the emerging plans for 2023/24 can be found at **Appendix 2**. These are a work in progress and input now from the Combined Authority to the planning process would be beneficial, particularly in light of the tight fiscal environment.

3. Tackling the Climate Emergency Implications

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

4. Inclusive Growth Implications

4.1 Enabling Inclusive Growth is a key corporate objective and therefore measures on how the organisation aims to achieve this, are set out in our

Corporate Plan, Directorate Business Plans and Corporate Performance reports. One of our key objectives is to deliver our Inclusive Growth Framework in order to reduce inequalities in our communities. Inclusive growth will remain embedded throughout the corporate priorities on which the development of the Corporate KPI's and resulting business planning is based.

5. Equality and Diversity Implications

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

6. Financial Implications

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

7. Legal Implications

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

8. Staffing Implications

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

9. External Consultees

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

10. Recommendations

- 10.1 That changes to the 2022/23 business plans be approved.
10.2 That the Combined Authority consider the emerging budget for 2023/24
10.3 That input be provided and consideration be given to the emerging outcome led business plans for 2023/24.

11. Appendices

Appendix 1 Draft proposed revenue budget 2023/24

Appendix 2: Emerging proposals for the 2023/24 business plans.

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West Yorkshire Combined Authority Revenue Budget	Total Budget 23/24 £	Indicative Budget 24/25 £	Indicative Budget 25/26 £
Employee Costs	40,867,187	41,581,976	42,681,382
Indirect Employee Costs	2,237,912	2,227,649	2,267,649
Premises Costs	7,842,952	8,430,543	8,867,580
Supplies and Services	3,088,890	4,572,389	3,748,178
ICT Related Costs	3,699,421	3,951,934	3,996,454
Travel, Subsistence & Transport Costs	580,195	576,846	499,846
Tendered Services	38,589,200	40,518,660	42,544,593
Concessions	46,176,329	47,961,490	49,835,910
Prepaid Tickets Costs	22,000,000	22,000,000	25,000,000
Project costs	40,200,936	56,813,588	313,071
AEB Costs	71,816,746	71,816,746	71,816,746
Consultancy and Professional Services	1,613,345	4,242,457	3,512,677
Financing Charges	7,344,657	7,431,657	8,387,657
Other (indicative approval and saving targets)	- 2,500,000	- 3,000,000	- 3,000,000
Total Expenditure	283,557,770	309,125,936	260,471,743
Capitalisation / Internal Recharges	- 17,039,620	- 17,581,838	- 18,665,744
Income - Transport	- 37,340,003	- 37,948,899	- 41,563,706
Funding - Grants	- 50,094,675	- 67,123,721	- 9,375,368
Transport Levy Income	- 92,198,000	- 92,198,000	- 92,198,000
AEB Income	- 71,938,746	- 71,938,746	- 71,938,746
Income - Operational	- 21,480,971	- 18,147,036	- 12,296,266
Total Income	- 290,092,015	- 304,938,240	- 246,037,830
Net Expenditure Total	- 6,534,245	4,187,696	14,433,913
Adjust for non recurring income on investments to support capital programme	11,180,000	7,800,000	2,000,000
Adjust for transport reserve transfers out/(in)	- 4,177,000	- 1,018,000	
Adjusted Net Expenditure Total	468,755	10,969,696	16,433,913

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December CA Mayoral Business Planning 2023- 24

Transport Policy and Delivery

Transport Implementation

The team will continue to have a clear focus on delivering the £1.8 billion West Yorkshire Transport Fund and City Region Sustainable Transport Settlement portfolios, as well as wider activity in delivering active travel and LTP schemes. A number of schemes will be completing construction including White Rose Station, Halifax Bus Station, City Square closure (Leeds) and Steeton & Silsden Car Park extension – with a further tranche scheduled to be going into construction.

Wider activity will include ongoing strengthening of quality, EDI and carbon impacts as part of project development and delivery, with a particular emphasis on embedding these aspects through the pipeline and early project development phases. Further work around managing the impacts of inflation on programmes as well as pipeline development will also be key priorities

Transforming Cities Fund

The team will continue to progress transformational projects that deliver priority improvements for bus, rail, cycling and walking. The £457m TCF programme covering Access to Places, Multi-modal Corridors and Hubs and Interchanges will see a number of key projects enter and continue through the delivery phase in the coming year.

The team will also be driving progress on the West Yorkshire Zero Emission Bus programme and we will see bus manufacture and charging infrastructure installation begin.

Whilst managing the CRSTS Safe Roads programme, we will also support the development and implementation of the West Yorkshire Vision Zero road safety strategy.

Transport Policy

Over the next year, the team will continue to work in partnership with the district Authorities and delivery partners to develop the policies, strategies and transport schemes that will support the new Local Transport Plan and transport pipeline.

New Mayors Local Transport Plan and Transport Pipeline

The Team will focus on progressing the new Local Transport Plan and supporting transport pipeline of schemes ready for adoption in March 2024. In partnership with the District Authorities, the team will establish a new Vision, Ambition and targets for transport in West Yorkshire, for delivery by 2040.

The Local Transport Plan will be supported by a series of new supplementary strategies and scheme pipelines, covering a number of thematic and modal areas, including, rail, Park and Ride, Walking and Cycling, Vehicle Technology (including an Electric Vehicle Strategy), Air Quality, Freight, Shared Transport and approach to the use of highway space.

Rail Strategy

The team will continue to work with Government, Transport for the North and Network Rail to support the case for development and delivery of Northern Powerhouse Rail, Transpennine Route Upgrade and enhancements to Leeds Station.

Working with Partners, the team will also focus on developing the next steps of the rail scheme pipeline for West Yorkshire.

Bus Service Improvement Plan and Bus Reform

The team will further develop the proposals in the Bus Service Improvement Plan, including the Bus Network Plan, as part of the Local Transport Plan. The Bus Network Plan will build on the early deliverables to be funded by the Bus Service Improvement Plan and set out the priorities for further integration of the transport network to ensure the bus network provides connectivity and meets the vision set out in the Bus Service Improvement Plan.

The team will also continue to progress the assessment for Bus Reform. The assessment will be presented to the Combined Authority in June to enable an Audit followed by a consultation to enable a Mayoral decision on the outcome of the Bus Reform assessment to be taken in March 2024.

Transport Ops & Passenger Experience

Passenger Experience

The Passenger Experience Team secure free and cheaper bus travel, provide the MCard range of tickets and deliver information services to enable people plan their journeys across the region.

In 2023/24 the team will deliver the initiatives established in the Bus Service Improvement Plan to encourage more people to travel by bus. The Team will seek to improve and modernise how the Combined Authority provides services to its customers and how we can make sure we are inclusive of the needs of our communities. Key projects for the team in 22/23 will be

- Develop the MCard Mobile app to be the “go-to” app for planning and paying for travel in West Yorkshire
- Enabling passengers to pay for travel using “tap on/ tap off” across all buses in the region.
- Improving the reliability and functionality of real time bus information enabling customers to see where their bus is on a mobile app

Mobility Services

The Mobility Services team commissions socially necessary bus services, AccessBus and school transport. As part of its Bus Service Improvement Plan, the Combined Authority is reviewing the bus network and will commission new and changed bus services in response to community need. The team will monitor changes to commercial bus service provision and will seek to maintain community connectivity. Key projects for the team in 22/23 are

- Implementation of new and changed bus services as the first phase of the Bus Network Development Plan
- A full re-procurement of Combined Authority funded bus services
- Review and modernise the AccessBus and FlexiBus demand responsive transport services

Assets Service

The Assets Team manage the Combined Authority’s property portfolio and operates the regions’ bus stations, interchanges, bus shelters and stops. The team will maintain and deliver the portfolio against the Authority’s Asset Development Plan with a particular focus on reducing carbon and energy consumption whilst making our facilities safer and more accessible. Key projects for the team in 22/23 will be

- Opening a new bus station in Halifax

-
- Install solar panels at bus stations and bus shelters with the aim of making them carbon neutral bus stations and shelters
 - Strengthening the Safer Travel Partnership with West Yorkshire Police which deploys uniformed officers to support passengers to feel safe on public transport

Mass Transit

Mass Transit

The Mass Transit team is a dedicated outcome-led team responsible for managing the development and delivery of the strategically important and transformational Mass Transit Programme for West Yorkshire.

In 2023/24 the Mass Transit team will manage the development of the business case workstreams to prepare the Strategic Outline Case for Phase 1 of the Mass Transit Programme and maintain the overall Programme-level Strategic Outline Case. In parallel with this they will manage the development of the Outline Business Case model build including the extensive data collection to provide a contemporaneous database for assessment. This will be supported by the concept design development of the potential route corridors and city-centre routes to inform the subsequent route selection and consultation processes.

These development workstreams will be progressed with the managed engagement of the District Partners working in collaboration with the Mass Transit team and supply chain partners to bring local delivery-led experience and technical stakeholder support. The Mass Transit team will continue to engage with the bus, rail and active travel teams and stakeholders to promote the integration of the Mass Transit Programme with the public transport networks, and with the wider initiatives on EDI, sustainability, climate change, and carbon reduction.

The Mass Transit team will continue to grow in capability and capacity to match the required roles and responsibilities of the Mass Transit Programme. This will be complemented by the development of tools, processes and procedures required to manage and control the Programme. This will in turn supports the enhanced governance processes and key strategies being developed for the Programme.

Inclusive Economy, Skills & Culture

Supporting Inclusion, Equality and Diversity

The Enterprise WY programme will offer support to 500 start-ups and a more intensive package of bespoke support for a smaller number of innovative entrepreneurs from diverse backgrounds.

Adult Education Budgets will provide more support to BME, women and poorer learners. The Enterprise West Yorkshire programme will deliver employment support to 3,200 people, particularly to diverse and disadvantaged groups. Engagement with our network of over 185 schools and colleges will improve careers education and destinations of disadvantaged young people, particularly those with special educational needs and disabilities.

We will work alongside Leeds 2023 and Kirklees Year of Music with a focus of widening participation. We will also develop plans on social prescribing alongside the NHS to support our communities.

Tackling the Climate Emergency

The new Business Sustainability Programme will support 150 SMEs with advice, guidance and funding on energy efficiency, sustainable and active travel, flood prevention measures and recycling.

The recommendations of the Mayor's Green Jobs Taskforce will be delivered to support our approach to tackling the climate emergency and ensure that 1,000 green jobs are created.

Ensuring businesses have access to the support they need

The Business Support Service will support over 3,000 businesses in the year, half of which will access more intensive advice and funding. This will include a stronger focus on outreach activity with partners and communities to engage a more diverse range of SMEs. There will be work to explore how our approach better supports co-operative business and social enterprises.

As least 198 employers will be supported to build a talent pipeline and an inclusive workforce. New support for SMEs to recruit graduates will be developed. We will continue support for SMEs to recruit apprentices through levy transfer.

There will be three international trade and market focused initiatives assisting around 350 businesses to explore potential export opportunities. Regional businesses awareness of overseas market opportunities will be improved by generating 1,000 hits per month to the new West Yorkshire Trade portal.

Supporting our learners to reach their potential

61,900 adults will be provided the opportunity to gain basic skills for work, to upskill and re-train through strategic commissioning of £80m+ adult skills funding. The all-age careers platform will be developed and improved, helping people understand the career opportunities in West Yorkshire and routes to accessing them.

Measures will be developed to deliver the West Yorkshire Digital Skills Plan.

Stronger links will be built with Department for Work and Pensions and the Department for Education to influence national approaches. The authority will work closely with the new Local Skills Improvement Plan being delivered by the Chambers Of Commerce. A successor will be launched to West Yorkshire's ground-breaking delivery agreements with the seven FE colleges in West Yorkshire.

Attract Inward Investment to the Region

Through our inward investment activity, 2,000 new and safeguarded jobs will be created by attracting around 30 new projects to the region. The Combined Authority will manage relationships with around 115 of the region's foreign owned businesses and seek to drive 10 new R&D partnership with regional universities. The Authority will further promote the region through a presence at UKREiiF in May 2023.

Promoting innovation and grow productivity

The service will deliver the new WY Innovation Support programme, including a voucher scheme for 100 SMEs to support the development of new products and processes, the Mayor's Innovation prize and the third annual WY Innovation Festival.

The Business Productivity Programme will also be progressed, providing 100 SMEs across all sectors with advice and finding on how to embed lasting productivity improvements, and the manufacturing sector will also benefit from the Made Smarter regional programme to help 100 SMEs digitise their operations to improve efficiency and competitiveness.

The relationship with Innovate UK will be strengthened through developing a new Local Action Plan, building on the devolution deal commitment. This will drive increased Innovate UK investment in businesses in West Yorkshire. As convener of the regional Healthtech Cluster, we will drive investment into health innovation for the benefit of the economy and patient outcomes. The Authority will Support Space Hub Yorkshire in developing our regional space capability across innovation and R&D, digital transformation and investment.

Creative new deal

On-going delivery of several initiatives to enhance the productivity of the regions creative industries base including an export support programme for 30 creative industries businesses, a targeted mentoring scheme to up-skill a cohort of 20 aspiring TV/Games executives. The Creative Catalyst scheme will also oversee the

continuation of the Mayors Screen Diversity Programme – Beyond Brontës which delivers work placement opportunities to over 70 young people aged 18-30. The programme will also seek to generate a more vibrant and connected ecosystem by supporting creative groups and events which specifically engage with disadvantaged groups and underrepresented communities.

We will continue to deliver the creative new deal. This includes developing a package of skills and business support for the creative sector. We will also work closely with Bradford 2025 City of Culture, Culturedale 2024 and Wakefield 2024 to ensure their years of culture are a success.

Commercial Development & Investment

Over the course of 2023-24 the Commercial Development and Investment department is going to:

- Continue to monitor the recently launched Foresight SME Investment Fund as it makes further investments in business within the region.
- Continued focus upon the Enterprise Zone sites to ensure optimum performance of the sites and to deliver long term business rates growth and associated investment and employment benefits.
- Working with internal and external teams to assist with the optimal outcome for the CA for projects with property related assets.
- Working with external stakeholders to deliver alternative funding solutions to provide
- Work with the Commercial Team to help deliver the vision of the Authority wide Commercialisation Project.

Policing Environment & Place

Economic Implementation

The team will commence delivery activity in support of the Climate and Environment Plan, progressing key workstreams in Natural Flood Management and Flood Infrastructure as well as Solar. They will continue to lead on housing Retrofit activity, particularly with the West Yorkshire Housing Partnership through Social Housing Decarbonisation work and the Mayor's Retrofit Booster scheme, whilst commencing early feasibility work aligned to the Better Homes Hub. The team will continue to focus on enabling stalled housing sites to progress in the penultimate year for the Brownfield Housing Fund, supporting delivery of much needed homes and affordable housing in the region. The team will continue to support the British Library in its plans to establish a new physical presence in Leeds, together with conclusion of Superfast West Yorkshire and York including final closure of the programme with Building Digital UK.

Place and Environment Policy

The focus of the place and environment policy team is policy and programme development to support sustainable growth, resilience and tackling the climate emergency. Our activity aims to accelerate delivery and improve the quality of infrastructure including housing, employment sites, digital, flood and energy. Our activity supports a cross-boundary and cross-policy approach to infrastructure planning and delivery, seeking opportunities for cost and efficiency savings. Our activity aims to influence government policy to the benefit of West Yorkshire, to secure additional government funding and to unlock commercial investment. We have a critical role to play in leveraging / mobilising private finance to support the regions infrastructure transition in the context of our 2038 net zero target (the finance required to deliver the 3-year West Yorkshire Climate and Environment Plan is up to £4.4billion). Programme and policy development priorities include building a 249million investment ready Capital Flood Programme, a 7.1million Natural Flood Management Programme, retrofit activity in West Yorkshire through our Better Homes Hub programme, maximising delivery of Project Gigabit broadband in West Yorkshire, creation of an investment ready Flexible Gigabit Grant Programme and implementing our Strategic Place Partnership with Homes England to unlock housing investment in West Yorkshire.

Policing and Crime

During 2023-24 the following strategies will be co-produced to support delivery against the Mayor's Police and Crime Plan: Safer Places and Thriving Communities (Place), Vulnerability and Safeguarding Strategy, Responding to Multiple and Complex Needs

The Mayor's Partnership Executive Group will be developed to give more strategic oversight of partner performance against the Police and Crime Plan. Scrutiny of West Yorkshire Police will continue through the Mayor's accountability structures, including quarterly reporting on performance against the performance framework set out in the Police and Crime Plan. The Mayor will set the police Council Tax Precept and will agree the police budget. The Mayor will continue to have oversight of the way that police complaints are dealt with and will continue to have responsibility for dealing with formal reviews of police complaints. The Mayor will publish an annual report

Joint work with partners will continue through the Local Criminal Justice Board, the Vision Zero Board, Community Safety Partnerships Forum and a range of local partnership boards some of which include: Victims and Witnesses, Mental Health, Modern Slavery, and six others.

The Mayor will continue to work with regional partners on tri-services provision and regional and organised crime governance. Work will continue with the Home Office and police forces and Police and Crime Commissioners/Mayors across England and Wales to agree a transition for the National Police Air Service (NPAS). A fleet replacement commission for NPAS will be agreed. The Mayor will continue to engage with West Yorkshire communities to inform a refresh of the Police and Crime Plan in early 2024.

The Mayor will commission services with Government funding of up to £15m for the period 22 – 25 including: Restorative Justice Service, Sexual Assault Referral Centre (regional provision), Domestic Abuse and Sexual Violence, Independent Domestic Violence Advisers and Independent Sexual Violence Advisers, Victims and Witnesses Support Service, Stalking Advocacy Service

Violence Reduction Unit

The West Yorkshire Violence Reduction Unit (VRU) has received £5.8m in 22/23 to continue its role to lead and coordinate the local response to serious violence. This is part of a three-year arrangement with indicative funding available during 2023/24 and 2024/25. The VRU team costs are affordable throughout the funding period.

As a condition of the funding received from the Home Office the VRU will produce an annual refreshed Needs Assessment and Response Strategy. The current documents can be found [here](#). We are in the process of producing a refresh of both which will be available end of this year and will drive/inform delivery 2023-24. The Response Strategy provides a framework for preventing and reducing serious violence. Informed by an evidence base, the strategy sets out The VRU's understanding of serious violence, local needs and how it will respond to this. From the priorities in the strategy, we will develop a new delivery plan which include programs and interventions. The team will also continue to evaluate all programs as per the home office requirement and will commission a number of research programs to inform our response.

We will deliver the response strategy 2023/24 in partnership and whilst we have flexibility to adopt a broader definition of serious violence, the focus cohort is young people under the age of 25. The Home Office have outlined three key success measures for VRUs which we will aim to achieve as part of our approach, all relate to young people:

- A reduction in hospital admissions for assaults with a knife or sharp object and especially among those victims aged under 25,
- A reduction in knife-enabled serious violence and especially among those victims aged under 25,
- A reduction in all non-domestic homicides and especially among those victims aged under 25 involving knives.

Strategy Comms & Intelligence

(Structure subject to review)

Strategy, Transformation & Corporate Policy

We will create a new service to bring together our existing strategy team with corporate performance, in order to bring greater alignment to our external and internal planning and strategies. We will increase further our focus on Equality, Diversity and Inclusion, making progress towards the ambitious targets included within our Action Plan, and supporting the Mayor's Inclusivity Champion.

We will enter into negotiations with Government about further development of our devolution arrangements, following commitments made in the Levelling Up White Paper and Autumn Statement. We will continue to grow West Yorkshire's impact with Government through the promotion of the West Yorkshire Plan and the convening of partners around the Plan and the ambitious targets within it.

We will continue to support the Mayor and Leaders to make effective decisions about the deployment of funding across the West Yorkshire Investment Priorities, and the relative prioritisation of programmes that support our objectives. We will coordinate the delivery of the UK Shared Prosperity Fund, and continue to develop and deepen our partnership arrangements and relationships across the region.

Research & Intelligence

Based on our existing resources and budget the Research and Intelligence team will continue to provide:

- As a top priority, the data collection and modelling to enable the businesses case for Mass Transit and Bus Reform to be developed. This will include model specification, sign-off and validation of model components (demand, highways and public transport); the integration of model data capture and surveys into the baseline Mass Transit model specification, and following sign off the model will be used to inform the business case.
- Ongoing primary research to support the CA's monitoring, reporting and advocacy in support of the cost of living and doing business.
- Monitor and evaluate major programmes including CRSTS, Transforming Cities Fund, and prepare for gateway review.
- Provide access to a number of key intelligence tools which are needed to support cost of living and doing business, State of the Region and annual LMI report.
- Resource, procure and manage key primary research which supports State of the Region and internal KPI monitoring – such as the West Yorkshire Business Survey – collecting key metrics for policy teams.
- Support the delivery of currently identified business plan outcome measures including the delivery of State of the Region 2023 and its supporting EDI companion document – both of these documents are central to corporate performance monitoring.

Communications

Completing the restructure

Throughout 2022/23, work has been ongoing to build essential capacity, resilience, process and structure into the Communications department. This included a Peer Review from the LGA, which endorsed our existing plans for the development of the service and provided further support and challenge that will help us to develop and refine ways of working. There is still work to be done to refine structures, roles and responsibilities, identify funding and recruit throughout 2023/24, whilst ensuring value for money is provided.

Whilst work to secure posts is ongoing, structures and processes continue to be established and embedded to create efficiencies. A major focus will be the completion and rollout of the Communication strategy – a central approach with more detailed strategies for individual areas. This will be cleared by the Mayor and senior leadership, and will involve greater flexibility on the approaches and use of resource to support funded programmes, as we focus on outcomes and improving lives.

News and Media

We are creating a new press office to replace the old external affairs function. This team will proactively promote the work of the Mayor and Combined Authority and respond to reactive media enquiries in a transparent and timely manner.

We will also transform our digital communications by focusing on the creation and delivery of high-quality, impactful content across all our digital and social channels.

Media engagement will be ramped up with a focus on high-quality news moments, building stronger relationships with key journalists to increase the Mayor's visibility nationally on key issues, being innovative and exploring new ways to reach our audiences, and by prioritising our press and social media work on specific campaigns aligned to the new communications strategy.

A crisis communications plan will be developed to support the organisation through such an event. And we will create a West Yorkshire narrative to help tell our story consistently and effectively across all press and media activity.

Marketing and Campaigns

Communities, consultation and engagement

Work to develop our inclusive approach will continue with wider tactics being used including use of digital / online engagement and more face to face activity, which is essential to reaching seldom heard groups.

Community engagement will ramp up with greater focus on building relationships with community groups in person and online and increasing engagement with young people. A citizen panel will also be explored.

Travel, transport and behaviour change

A cross cutting approach to travel and transport will be finalised for 2023/24, bringing teams together working to a single plan across active travel, transport marketing and strategic transport (including mass transit). Activity will refocus onto modal shift, emphasis benefits and be fronted by real life stories.

Economic growth

The marketing and communications approach will continue to evolve as the new outcome led directorates are embedded into 2023. This will enable end to end storytelling and campaigning, with a focus on high-level messaging and conversion to product and service take up at the end of the funnel.

Climate, environment and place

During 2023 we will establish a new team reflecting changing structures in the organisation. A business case for the Climate Action Plan comms approach will be concluded and launched.

We will continue to develop approaches to place and culture, heritage and sport as resource allows. Unless funding becomes available, this will continue to be delivered through press and online channels rather than campaigns, including our involvement in the Culture framework, Leeds 2023 and other cultural festival, plus telling the story of our successful economic regeneration.

Corporate communications

- A refreshed approach to Colleague Communications will continue with a focus on engagement over broadcast. This will mean more in person activity, making Wellington House our home and revisiting opportunities with staff network groups.
- Our change programme will continue to be a key strand of communication including the evolution of intranet content and use.
- The brand review will be at rollout stage, supported by new guidelines, workshops, templates and assets. Workshops and roadshows will run throughout Q1 to embed a consistent approach and respect for our brand.
- Market research will be more visible, using Your Voice to give more people a chance to engage and to inform our audience understanding.

Finance & Commercial Services

(Structure subject to review)

Commercial

Over the course of 2023-24 based on our existing resources and budget the Commercial team are going to produce:

- New policies and procedures reflecting updated public procurement law
- A minimum of 21 Strategic and 31 Operational procurements.
- Improved collaborative working across Anchor organisations in West Yorkshire.
- Sub-category procurement category strategies.
- An increase in social value commitments.
- An increase in local suppliers to the CA.
- Improvements in the benefits achieved through effective management of contracts.
- In support of the commercialisation project and alongside colleagues from across the organisation; delivery of the action plan, an upskilled and more resilient workforce and a training programme.
- Improved due diligence processes.

Internal Audit

Over the course of 2023-24 and based on our existing resources and budget the Internal Audit team will produce the following outcomes:

- A risk based audit plan that ensures sufficient breadth and depth to provide the statutory requirement for an annual audit opinion to be included the Annual Governance Statement
- A plan of audits of both the Adult Education programme and the Adult Education training providers to ensure sign off of the annual assurance statement for the Department for Education
- Sign off and audit, where appropriate, of grant certifications whose funding agreements require these
- A programme of work in relation to Counter Fraud, Whistleblowing and Anti Money Laundering including investigations and support for the organisation with risk assessments, awareness raising and supporting documentation including reviews of all relevant policies
- A review of the audit universe for the CA including support for the development of an assurance map and accountability structure along with a review of the team structure and design
- Development of the data analytics capability in the team to support real time auditing
- Complete a self-assessment against the Public Sector Internal Audit Standards along with an updated Quality Improvement Plan in preparation for an external assessment in 2024

-
- Provide a dedicated resource to support the development of the new Multiply programme

Finance

During 2023/24 the finance team will introduce a new team structure which will support robust financial control, financial support for the organisation and provide improved information for decision makers. The team will build on the efficiencies and capabilities of the new integrated corporate systems and produce:

- Group consolidated statutory accounts in line with legislative requirements
- Budget proposals for 2024/25
- Robust in year budget management processes and reporting
- Streamlined treasury management support arrangements and enhanced reporting on this to Members
- Enhanced regular reporting packs of budget and funding information for decision makers
- Continued effective delivery of all core finance support functions including payroll, debtor and creditor management, banking and tax.
- Agile processes for managing funding through the Single Investment Fund, ensuring available funds are maximised to deliver the Combined Authority objectives.

ICT Services

Over the course of 2023-24 based on existing resources and budget ICT Services will deliver:

- Digital transformation:
 - Migration of data and technology services to the Microsoft Cloud for best-in-class availability, mobility and stability.
 - A new call centre solution for improved public engagement.
 - The migration of remaining Skype for Business users to Microsoft Teams for better collaboration across the organisation.
 - The development of a new business to business customer relationship management system for Economic Services.
 - The implementation of a Data and Information Management Strategy.
 - Enhanced digital security operating 24/7 with external monitoring, staff training and stress testing of infrastructure.
 - The implementation of improved geographic information systems to deliver the recommendations of the Location Intelligence Strategy.
 - Rigorous and embedded disaster recovery processes.
 - Digitisation of existing manual processes to improve efficiencies.
 - Empowerment of staff to give more digital skills to stimulate creativity and innovation.

-
- A new Corporate Technology Strategy.
 - Implementation of a new Microsoft Enterprise Agreement and maximisation of its benefits to the organisation
 - Management of modern, secure and reliable live technology services that remain operational within the hours covered by their SLA.
 - Management of a modern, secure and reliable development technology service to deliver new and enhanced internally produced solutions.
 - A high-quality customer centric ICT Service Desk responding to over 600 requests per month.
 - New Service & Operational Level Agreements to provide tailored technology services based on business need.
 - Support and technical management of the Yorkshire wide real time information system with operational improvements.
 - Collaboration with Communications to produce a new online website and social media strategy.
 - An annual technology accessibility review with implementation of recommendations.
 - Accreditation of Cyber Essentials Plus.

Chief Operating Officer

(Structure subject to review)

Legal & Governance

The Service will support the progression or delivery of key projects across the Authority including: -

- Mass Transit and Bus Reform, Projects and programmes within the WY Plus Transport fund portfolio/CRSTS programme/delivery of LTP schemes and active travel/TCF/Carbon mitigation programme
- Flood resilience projects, Housing retrofit & Solar PV programme
- Brownfield Housing Fund
- British Library North
- Adult Education Budget and Business Support programmes

The Service will continue to support the Authority in relation to its land and property portfolio and will support the strategic evaluation of land and property in line with the Asset Development Plan

In relation to the Policing and Crime (PCC) functions held by the Mayor, the Service will:

- Support the further development of governance arrangements in respect of the Mayor's PCC functions and in particular advise and assist on the development of strategies and decisions taken by or under the delegated authority of the Mayor and advise and assist the Mayor on statutory responsibilities in relation to complaints.
- Support delivery of the Mayor's Police and Crime plan and the commissioning of targeted services.
- Represent the Mayor's interests as LLPB in the transition of NPAS to a new hosting arrangement

The Service will retain a key role in providing both proactive and reactive legal advice and support in relation to all regulatory and compliance matters including health & safety, employment and litigation, with priority to embedding the public sector equalities duty and supporting safeguarding arrangements.

The Service will continue to provide advice and support in relation to Information Governance, as well as the Authority's legal obligations in respect of data protection/GDPR and freedom of information/environmental regulation requests, ensuring the transparency and publication requirements for the Authority are effectively maintained – led by the Data Protection Officer.

The Service will maintain its oversight of the governance of the Authority under the lead of the Monitoring Officer and ensure effective, accountable and transparent decision making at both a political and officer level. This includes ensuring the Authority and its committees comply with the prescribed statutory framework and the associated ethical requirements and providing the role of Statutory Scrutiny Officer.

Key activity will relate to the changes resulting from the organisational evolution programme at an officer level and the integration of the LEP Board into the Combined Authority at a political level.

The Service will continue to provide input in relation to national initiatives and negotiations (e.g. exploring opportunities for further devolution) and also at an organisation level (e.g. supporting the commercialisation of the Authority, the development of the Information Management Project and the EDI initiatives and action plan). The Service will also play a leading role on the lead up to the 2024 Mayoral election.

The Service will continue to build resilience to meet the organisation's needs, implementing a new Legal restructure, reviewing the Governance Services structure and implementing a new case management system.

HR

Over the course of 2023-24 based on existing resources and budget HR will seek to progress and deliver :

- Renegotiation and implementation of revised Terms and Conditions of Employment
- A revised outcome based organisational structure including recruitment to senior roles
- Implement the new ICS system with a focus on the HR elements and reflecting the revised organisational structure, including the development of the talent and succession function
- Continue the work to support the organisation improve the profile of the workforce to better reflect the communities we serve, including reviewing our recruitment policies and practices and upskilling managers
- Completion of the 5 year Health and Safety strategy including the implementation of a Health and Safety Management System
- Progress the Learning and Development offer to the organisation via the appointment to the Learning and Development Partner role and a review of the function and outputs
- Deliver an annual Health and Wellbeing initiative across the organisation

Portfolio Management and Appraisal

Over the course of 2023-24 based on our existing resources and budget PMA are going to produce:

- A revised Assurance Framework that builds on our existing exemplar AF by undertaking a peer review with other MCAs, that:
 - Incorporates emerging and current funding settlements and continue to introduce flexibilities in process.

-
- Strengthens our approach to business case development in economic regeneration investment propositions including assessing value for money.
 - Strengthens the assessment of equality, diversity and inclusion and inclusive growth.
 - Embeds the assessment of carbon and wider climate change impacts into appraisals.
 - Working with Policy, projects and programme business cases from the IPs and CRSTS that are developed sufficiently and dealt with flexibly and pragmatically.
 - Working with the Evaluation team, monitoring and evaluation plans in all business cases
 - Improvements in the quality and consistency of programme and project appraisal to support effective decision making, including Appraisal Specification Reports (ASR).

Find out more

westyorks-ca.gov.uk

West Yorkshire Combined Authority

Wellington House

40-50 Wellington Street

Leeds

LS1 2DE

All information correct at time of writing



Report to: West Yorkshire Combined Authority

Date: 8 December 2022

Subject: Culture, Heritage and Sport Framework

Director: **Phil Witcherley, Interim Director, Inclusive Economy, Skills and Culture**

Author: **Dr Jim Hinks, Head of Culture, Heritage and Sport Policy.**

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

1. Purpose and Context of this Report

- 1.1 The consultation on the Culture and Sport Framework is now complete. A draft of the Culture, Heritage and Sport Framework was approved by the Culture, Heritage and Sport Committee on the 28th October 2022.
- 1.2 Combined Authority members are asked to consider and approve this version of the Culture, Heritage and Sport Framework (attached as an appendix to this report).

Context

- 1.3 Culture, heritage and sport matter. They can inspire us to success, give us reasons to live and work in a place, and create local pride. The stories we tell shape how we see ourselves, how we see the world and how the world sees us. Culture, heritage and sport have huge potential as levers to level up West Yorkshire. They can create jobs and growth, inspire our people, and give them the confidence and identity to succeed, and be the medicine required to improve their mental and physical wellbeing.
- 1.4 This region will be bold and ambitious in its approach to culture, heritage and sport. We have a unique opportunity with devolution, a dedicated Culture, Heritage and Sport Committee and a series of planned years of culture in each local authority district, beginning with Leeds 2023 and Kirklees Year of Music and culminating in Bradford being our nation's City of Culture in 2025.

- 1.5 Over the next three years, the Combined Authority wants to invest £11.5 million in culture, heritage and sport. We need a Framework that identifies the outcomes we want to focus on and how we prioritise our investments.
- 1.6 This should not be the limit of our ambitions; the region will also work should also make sure we are aligned as a region to coordinate our activities to maximise the overall benefit of culture, heritage and sport to our region. Our Framework will aim to attract further private and public investment on culture, heritage and sport to meet our objectives.

2. Information

- 2.1 Since the Culture Framework last came to the Combined Authority, we have engaged and consulted on the Culture Framework in the following ways:
- Public engagement on Your Voice platform.
 - Stakeholder engagement workshop with Bradford Sector (following previous workshops in other LAs).
 - Feedback from Historic England, TUC, Ministry of Others, Yorkshire Sport Foundation, Local Authority Culture Officers, and WYCA Policy Review Board.
 - Responses collated, and where actionable, implemented in the Framework.
- 2.2 The public engagement results clearly show that the majority of respondents support the direction of travel in our draft culture framework, with a high percentage of 'agree' and 'partially agree' responses, and low percentages of 'disagree' responses.

Area	Level of agreement		
	Agree	Partially agree	Disagree
The themes	75%	19%	6%
People ambition	74%	22%	4%
People interventions	68%	30%	2%
Place ambition	73%	23%	4%
Place interventions	71%	24%	5%
Skills ambition	78%	19%	3%
Skills interventions	66%	30%	4%
Business ambition	81%	14%	4%
Business interventions	75%	21%	4%
Definitions	78%	13%	9%

- 2.3 We have also paid close attention to the text responses provided by those who indicated they 'partially agree' or 'disagree'. Some feedback from these responses has been considered and implemented in the framework, where we felt it was a) in scope, b) actionable, c) did not conflict with an aspect of the

framework that we feel has already been validated. This is covered in more detail in Appendix 2

3. Next Steps

3.1 Following agreement of the text in Appendix 1, the Framework will be 'designed-up', with a more detailed map of regional culture, heritage and sport assets, and published.

3.2 With input from the Culture, Heritage and Sport Committee and sector stakeholders, we have begun to develop a programme of investment in Culture, Heritage and Sport which aligns with the key themes and interventions of the Framework, and which can be delivered at pace.

4. Tackling the Climate Emergency Implications

4.1 Due consideration has given to how the framework will contribute to tackling the climate emergency. Sustainability and environmental best practice was already considered a key theme of the previous framework, recognising the role that sport, culture and the creativity sector can play particularly in promoting clean growth and sustainability, and this is reflected in People, Invest: *we will invest in activities that tackle the climate emergency and protect our environment.*

5. Inclusive Growth Implications

5.1 Culture, sports and creative industries will play a vital role to play in delivering an inclusive economic recovery, and this is a key element of the revised Cultural Framework. As recognised in our previous cultural framework, experiencing arts and culture and actively taking part can transform the quality of life for individuals and communities, improving physical and mental wellbeing, individual reliance, connectivity and enhanced capacity and skills.

6. Equality and Diversity Implications

6.1 An Equality Impact Assessment screening has been completed for the framework. We recognise in particular that there are challenges for equality, diversity and inclusion in participation in culture, heritage and sport activities, and in terms of access to careers and employment opportunities in the sector. As a result of feedback and workshop consultation we have included the 2016 Equality Act list of protected characteristics in the People theme, to further clarify our inclusion priorities.

7. Financial Implications

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

8. Legal Implications

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

9. Staffing Implications

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

10. External Consultees

10.1 No external consultations have been undertaken, beyond the engagement activities describes above.

11. Recommendations

11.1 That the Committee notes the update on the Cultural, Heritage and Sport Framework, and approves the Framework text in Appendix 1 for publication.

12. Background Documents

There are no background documents referenced in this report.

13. Appendices

Appendix 1 – Culture, Heritage and Sport Framework

Appendix 2 – Summary of Culture, Heritage and Sport Framework
consultation

NB. This is a draft of the West Yorkshire Combined Authority Culture, Heritage and Sport Framework, following stakeholder and public engagement in summer 2022.

The Framework will be designed-up prior to publication, with the following additions:

- Foreword by the mayor
- Foreword by LEP board
- Layered digital map of West Yorkshire culture, heritage and sport assets
- CA and LEP branding
- Final proofreading

Introduction

Culture, heritage and sport matter. They are threaded through our lives. They give us reasons to live and work in a place, and foster local pride and coherence. The stories we tell shape the way we see ourselves, the way we see the world, and how the world sees us.

Culture, heritage and sport have huge potential as levers to level up West Yorkshire. They can create jobs and growth, and attract investment. They can inspire us to succeed. They can be the medicine that improves our mental and physical wellbeing.

This framework is our plan to grow and sustain culture, heritage and sport in the region. It sets out our ambitions, our investment priorities, the ways we will collaborate with other organisations, and how we want central government to help us make West Yorkshire a crucible of creativity.

Setting the stage

West Yorkshire is blessed with world-class culture, heritage and sport assets: we are leaders in sculpture and contemporary art, with a thriving and fiercely independent music sector, a rich poetic and literary tradition, internationally significant theatre, dance and opera companies, major music and literature festivals, cutting-edge hubs for the games, screen and events industries, and a pioneering creative health sector, all served by an eco-system of innovative SMEs and freelancers.

Our colleges and universities provide national specialisms in creative skills and talent development, driving excellence in arts, humanities and sports science.



We have world-famous professional sports teams and stadia, and our grassroots sports clubs excel in making sport and physical activity accessible to everyone, with significant specialisms in rugby league, cricket, cycling and football.

The twenties are an exciting time for our region

Channel 4 have relocated to Leeds and are already having an impact on the local production and talent ecosystem. Bradford have been crowned the UK's new **City of Culture 2025**, preceded by major cultural events across the region, including **Leeds 2023** and **Kirklees Year of Music 23**, with years of culture in **Wakefield** and **Calderdale** in 2024.

The Piece Hall in Halifax has demonstrated the role of culture and heritage in creating vibrancy and passion in our places. We anticipate more major capital and regeneration projects in the region, including the forthcoming **Bradford Live**, **British Library North** and **National Poetry Centre**.

Setting the stage: Our region as a platform for levelling up



What we are already doing to support culture, heritage and sport in the region

The Creative Catalyst Programme – a £1.5m investment in the creative industries (with an emphasis on the screen and games sector), to help businesses grow and export.

The Mayor's Screen Diversity Programme, which supports people with the skills, confidence and connections for a career in screen production, with an emphasis on removing barriers for people from non-white backgrounds and socio-economically disadvantaged backgrounds.

We are making our wider skills, business-support and inward-investment offer accessible to the creative and sport sectors.

We have committed investment to our region's year of culture programmes, starting with Leeds 2023 and Kirklees Year of Music 2023.

We are also supporting key initiatives with impact across the entire region, including the **Bradford Literature Festival 2022** and a **new West Yorkshire Young Poet Laureate programme.**



Our framework has four themes

1. People
2. Place
3. Skills
4. Business

Within each theme, the framework says **why we think this area of work is important**, our **ambitions**, the things we will do to achieve our ambitions (our **interventions**), and how we will **measure** the impact of this work.

The **interventions** are organised into categories:

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Invest – this means what we will spend money on.

Collaborate – this means working together with the five local authorities in West Yorkshire, and helping people and organisations to work together across the region.

Broker – this means persuading government or other funders to invest money in West Yorkshire’s culture, heritage and sport, or to change a policy to help these sectors. It also refers to our work in attracting businesses to invest in the region.

You can find full definitions of some of the other key terms we use in the framework (including **culture**, **heritage** and **sport**) at the end of this document.

1. People

Everyone in West Yorkshire can enjoy culture, heritage and sport

2. Place

West Yorkshire is a creative, sustainable and vibrant region with culture, heritage and sport at its heart

3. Skills

You can build a great career in culture, heritage or sport in West Yorkshire

4. Business

West Yorkshire is the place to grow your creative business

1. People

Everyone in West Yorkshire can enjoy culture, heritage and sport

West Indian Carnival, Leeds. Credit Maria Spadafora



Why It Is Important

Culture, heritage and sport make us happy, keep us active, increase our wellbeing, bring us together, and foster confidence and pride in our communities.

Our 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.
- Culture, heritage and sport is threaded through the lives of people in West Yorkshire so that it is relevant, enjoyable and supports our sense of well-being. It is shaped, produced and participated in by all parts of our population.
- People in West Yorkshire are proud of their culture, heritage and sport.

How we will do this

Invest

- We will invest in activities that are inclusive and accessible.
- We will invest in activities that increase people's health and wellbeing.
- We will invest in activities that benefit local community groups and organisations (and volunteers, where this does not impact paid jobs).
- We will invest in activities that tackle the climate emergency and protect our environment.
- We will ensure our major investments have region-wide impact and reach.

Collaborate

- We will promote opportunities to engage with culture, heritage and sport across the region.
- We will work with our region's voluntary and professional sports clubs to increase participation in sport and physical activity.

Broker

- We will advocate for public investment in the region's culture, heritage and sport sectors, and will seek opportunities to draw down funds from central government.

What we will measure

- The impact and reach of our investments across the region.
- The number of people engaging with culture, heritage and sport activity (including young people), and whether they reflect the diversity of our communities.
- Perceptions of our region's culture, heritage and sport offer.
- Whether engagement with culture, heritage and sport are improving our health and well-being.

2. Place

West Yorkshire is a creative, sustainable and vibrant region with culture, heritage and sport at its heart

True North Productions: Filming the Yorkshire Dales



Why It Is Important

Culture, heritage and sport bring joy and meaning to our communities at town, city, rural and regional level. They are part of our identity as a region, and closely linked to our wellbeing and community coherence. Beyond West Yorkshire, our culture tells the world who we are, and attracts people to the region.

Our Ambition

- People are proud of their communities.
- People get involved in local culture, heritage and sport activity.
- People enjoy engaging with their historic and rural environment.
- We have a thriving cultural tourism sector.
- National and international leaders in the creative industries invest in the region.

How we will do this

Invest

- We will invest in culture, heritage and sport activity and assets that tell the story of who we are.
- We will invest in culture, heritage and sport venues to become more accessible to disabled people.
- We will invest in culture, heritage and sport activity that connects people to the historic and/or rural environment.
- We will invest in culture, heritage and sport activity that leaves a lasting legacy for local communities.

Collaborate

- We will collaborate with culture, heritage and sports organisations to increase engagement and volunteering.
- We will collaborate with anchor institutions, including universities and libraries, to increase cultural participation in our communities.
- We will collaborate to increase the use of parks and green spaces, and to ensure they are safe for sports and exercise.
- We will support regeneration projects involving the creative industries and heritage sector.
- We will consider how culture, heritage and sport can contribute to other areas of policy such as regeneration, housing, health and wellbeing, policing and crime, and transport.

Broker

- We will grow awareness of West Yorkshire as a cultural destination, nationally and internationally.

What we will measure

- The number of people engaging with heritage activities and locations across the region, and whether they reflect the diversity of our communities.
- The number of volunteers in culture, heritage and sport.
- The level of culture, heritage and sport tourism in the region.

3. Skills

You can build a great career in culture, the creative industries, heritage or sport in West Yorkshire



Why It Is Important

We need people with the talent, vision, skills and drive to make our culture, creative industries, heritage and sport sectors thrive. We must promote diversity and equity in these sectors and develop, sustain and retain our own talent, while attracting new talent to the region.

Our Ambitions

- West Yorkshire people from all backgrounds have the skills, opportunities, connections and confidence to build a sustainable career in these sectors.
- There is a development pathway into roles in these sectors.
- More people have fair, well-paid work in these sectors.
- People move to West Yorkshire to forge a career in these sectors.
- Freelancers are networked, know where to find help and resources, and are confident about their futures in West Yorkshire.

Invest

- We will invest in organisations that create and sustain fair, well-paid work.
- We will invest in organisations and activities that offer training opportunities for staff, volunteers and participants.
- We will make Combined Authority skills training accessible to the creative industries, heritage and sport sectors.
- We will make Combined Authority skills and training opportunities available to community groups and volunteers, to grow a sustainable culture, heritage and sport ecosystem.

Collaborate

- We will build and support regional networks of freelancers and SMEs.
- We will work with schools to promote possibilities and pathways for careers in the creative industries, heritage and sport sectors, and to recognise the value of transferable creative skills in the wider business sector.
- We will champion creative industries, heritage and sport role models from diverse backgrounds.
- We will work with Further Education and Higher Education Institutions on joined-up approaches to meeting the regional demand for skills in the creative industries, heritage and sport sectors, and share lifelong learning opportunities.

Broker

- We will work with other organisations, such as Arts Council England, Historic England, Heritage Lottery Fund, Sport England, universities, trade associations and unions, to address gaps in knowledge-sharing and professional development.
- We will work with universities to share research and data on our creative industries, heritage and sport sectors.

How we will do this

- The number of people working in our creative industries, heritage and sport sectors, and whether they reflect the diversity of our communities.
- The increase in the number of people with protected characteristics working in these sectors.
- The number of HE graduates taking up work in these sectors.
- The number of freelancers in these sectors.
- The number of training places made available for freelancers in these sectors.
- Perceptions of freelancers on the sustainability of careers in West Yorkshire.

What we will measure

4. Business

West Yorkshire is the place to grow your creative business

Leeds Pride 2019 Credit Visit Leeds



Why It Is Important

The creative industries sector is one of the most rapidly growing sectors of our regional economy. We need to grow and sustain our own businesses as well as attracting successful businesses to the region.

Our Ambitions

- People in West Yorkshire are confident and supported to found and grow businesses in the creative industries, heritage, and sports sectors.
- Creative industries, heritage, and sports sectors view West Yorkshire as a desirable place to locate.
- Creative industries, heritage, and sports sectors in West Yorkshire nurture talent and create well-paid work.
- Each major Year of Culture and/or City of Culture initiative grows audiences, creates jobs, and develops skills across the region, creating a sustainable cultural ecosystem.

Invest

- We will invest in spaces for creative industry SMEs to locate and grow.
- We will champion entrepreneurs, and develop a business support offer that helps creative industries, heritage and sports businesses to flourish.
- We will ensure that a range of different models, including co-operatives, CICs and social enterprises, can benefit from our business support offer.

Collaborate

- We will take a multi-authority approach to developing and sustaining creative clusters and innovation hubs within the region.
- We will scope opportunities for the creative industries to share their perspectives and expertise with the wider West Yorkshire business community.

Broker

- We will advocate and broker opportunities with central government for inward investment and drawing down business-support funds.
- We will develop our inward investment offer to scope and broker locations, with holistic consideration to supply chain, transport and workforce.
- We will scope opportunities for the creative industries to share their perspectives and expertise with the wider West Yorkshire business community.
- We will support accelerator schemes, and other interventions, to make our SMEs investment ready.

How we will do this

What we will measure

- The level of inward investment into the region from the creative and sport sectors.
- The increase in creative industries, heritage and sports sector business growth and sustainability (including start-ups and SMEs).
- The level of creative exports from the region including products, services, production and tourism.
- The increase in diverse leadership in the creative industries, heritage and sports sectors.

Definitions

When we say **culture**, we mean the process or product of any form of creative endeavour, including visual arts, music, theatre, film and TV, literature and spoken word, video and board games, fashion, design, architecture and crafts.

When we say the **creative industries**, we mean creative occupations whose work relies on creative endeavour. This includes artists, writers, composers, literary translators, musicians, actors, directors, curators, photographers, games designers, animators, graphic designers, fashion designers, set designers, dramaturgs, creative lighting designers, create makeup artists, craftspeople, dancers, performance artists, creative educationalists, architects and advertising creatives. We also include the ecosystem of companies and organisations that are the main employers of creative occupations, and/or facilitate creative activity, including film, TV and radio production companies, theatre companies, publishing companies, software developers, festivals and events companies, live music venues, museums, galleries and libraries, and book and record shops.

When we say **heritage**, we mean historic places or locations such as stately homes, mills and moors, high streets, conservation areas and parks, and places where our heritage assets are housed and studied such as museums, archives and libraries. Heritage also includes our non-tangible heritage, such as cultural practices, traditions, experiences and stories.

When we say **communities**, we mean groups of people with shared interests. This might be due to a shared location, a shared faith, a shared ethnicity or cultural heritage, a shared characteristic (such as LGBTQIA+ communities), or a shared disability (such as d/Deaf communities). It may also include people across the region who are united by an interest in the same activity (such as the gaming community, or the crafting community). We also recognise that these communities contain a diverse range of views, which cannot be represented by a single spokesperson.

When we say **sport**, we mean any kind of sport, exercise or recreational physical activity, engaged in individually or within a group, team or club. We sometimes use the term 'grassroots sport' to specifically refer to activities in which the majority of participants are non-professional players (however, grassroots sports may also involve some professional athletes, coaches, venues, or events organisers).

When we say **invest**, we mean what we will spend money on. This may refer to funds that have already been devolved to the West Yorkshire Combined Authority, or funding opportunities that we will apply for in future.

Collaborate – this means helping people and organisations to work together across the region.

Broker – this means persuading government or other funders to invest in West Yorkshire's culture, heritage and sport, or to change a policy to help these sectors. It also refers to our work in attracting businesses to invest in the region.

Appendix A: Consultation Summary

Since the Culture Framework last came to the Combined Authority, we have engaged and consulted on the Culture Framework in the following ways:

- Public engagement on Your Voice platform.
- Stakeholder engagement workshop with Bradford Sector.
- Feedback from Historic England, TUC, Ministry of Others, Yorkshire Sport Foundation, and WYCA Policy Review Board.
- Responses collated, and where actionable, implemented in the Framework.

The public engagement results clearly show that the majority of respondents support the direction of travel in our draft culture framework, with a high percentage of ‘agree’ and ‘partially agree’ responses, and low percentages of ‘disagree’ responses.

Area	Level of agreement		
	Agree	Partially agree	Disagree
The themes	75%	19%	6%
People ambition	74%	22%	4%
People interventions	68%	30%	2%
Place ambition	73%	23%	4%
Place interventions	71%	24%	5%
Skills ambition	78%	19%	3%
Skills interventions	66%	30%	4%
Business ambition	81%	14%	4%
Business interventions	75%	21%	4%
Definitions	78%	13%	9%

We have also paid close attention to the text responses provided by those who indicated they ‘partially agree’ or ‘disagree’. Some feedback from these responses has been considered and implemented in the framework, where we felt it was a) in scope, b) actionable, c) did not conflict with an aspect of the framework that we feel has already been validated. This is covered in more detail in Appendix A

This feedback included:

- more clarity on definitions
- increased reference to Health and Wellbeing
- increased reference to Sport and Physical Activity
- increased reference to Heritage
- increased reference to Rural Spaces and the Environment

2.8 Meanwhile spaces have proved contentious to a range of stakeholders, and caused confusion to the public, so reference has been removed. In theme 4 Business, the intervention **“we will invest in spaces for creative industry SMEs to**

locate and grow” remains, which allows us to consider a broader range of interventions in this area.

There is public demand for action at the intersection of culture, heritage and sport policy and other policy areas, such as transport and planning. While the CA has some transport powers, planning decisions fall under Local Authority control and we must be cautious about overstating our agency.

Some feedback from different sources is contradictory, including requests for more detail vs requests for concision and less jargon; requests for more community-led initiatives vs requests for large scale interventions. We have attempted to strike a balance between these concerns.

A revised framework which addresses the results of the consultation is included as Appendix 1, for discussion and approval by committee. Once the text has been approved by LEP and CA, the Framework will be ‘designed-up’ and published.

3. Summary of Engagement

During the engagement period of April-September 2022, we consulted the following people and groups:

Stakeholder Workshops and 1-2-1s	People consulted
John Smiths Stadium, Culture, Heritage and Sport stakeholders	70
Wakefield Culture stakeholders	45
Kirklees Culture, Heritage and Sport stakeholders	26
Leeds Culture and Heritage stakeholders (online)	15
Bradford Culture and Heritage Stakeholders	53
Yorkshire Universities	25
Creative Health Sector	1
Yorkshire Sport Foundation	2
Historic England	3
Heritage Lottery Fund	1
Arts Council England	2
Directors of Development	5
Your Voice Survey Respondents	137
Total	385

Public engagement on the Your Voice platform.

Between 25 July-25 September 2022 (extended by one week due to the death of HRH), a period of public engagement was undertaken to gather feedback on proposed Culture Heritage and Sport Framework.

People were asked to share their views on the framework via a survey, which was hosted on the [Your Voice digital engagement hub](#). These documents were also available in Easy read format and in three different languages: Punjabi, Polish and Urdu. A press release was sent out to local and regional stakeholders, and various social media channels were used to promote the engagement, including the CA's and the Mayor's Facebook, Twitter, and LinkedIn channels. It was also promoted in the West Yorkshire Metro and West Yorkshire Combined Authority's newsletters and other online platforms, with emails being shared and circulated by key culture, heritage and sport sector stakeholders. Engagement materials were also displayed during public events organised at Piece Hall, Hebden Bridge Town Hall, Wakefield Town Hall and at Bradford Interchange.

The engagement information and materials, including the survey and Q&A, were hosted on Your Voice webpage (www.yourvoice.westyorks-ca.gov.uk/csf) which was the main source of information for people interested in the engagement.

Your Voice website categorises its visitors into three categories:

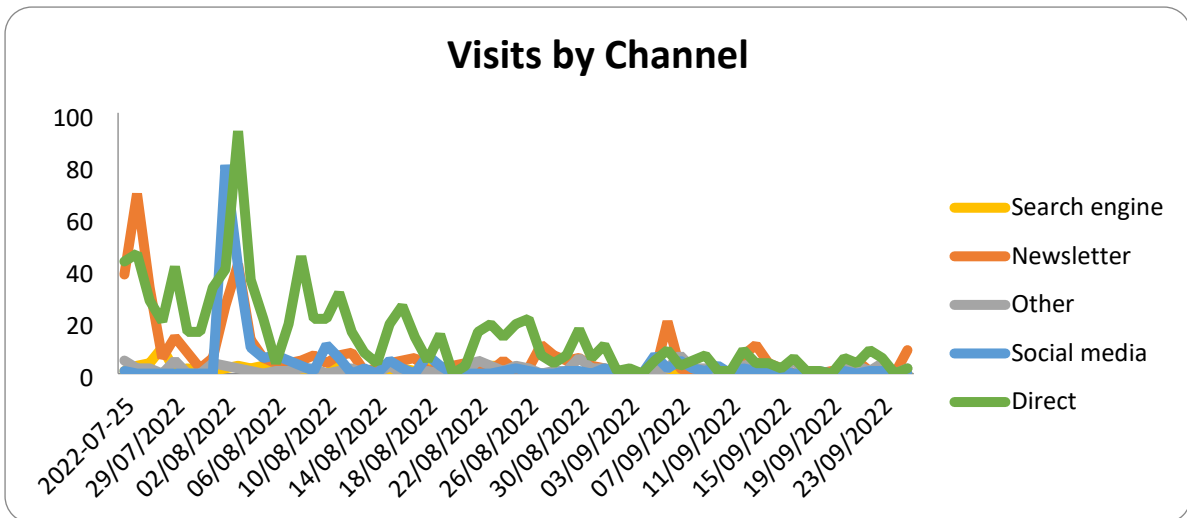
- **Aware participants**, counting all visitors who viewed at least one page.
- **Informed participants**, referring to those who took an action on the page such as downloading a document.
- **Engaged participants**, those who participated in the survey or submitted a question via the Q&A tool.

According to Your Voice data, during the engagement period, **1780 visitors** accessed the dedicated engagement page, of which **1281 were unique visits** which represents the participants who visited at least one page of the Culture, Heritage, and Sport Framework engagement page ('**aware participants**'). Of these, **548 participants** were '**informed participants**', with common actions including downloading a document (356 participants), viewing multiple project pages (389 participants), and visiting the FAQ page (102 participants). A total of **137 participants** completed the survey ('**engaged participants**').

Visitors came from a number of channels with majority arriving using direct links from accessing the page URL (913 visitors). This was followed by those who were directed by social media posts (442 visitors) or by newsletters (229 visitors).

A smaller number of visitors were directed to the engagement page from search engines (such as Google, Bing, etc) (105 visitors), or other sources such as news articles, internal advertising, etc (60 visitors).

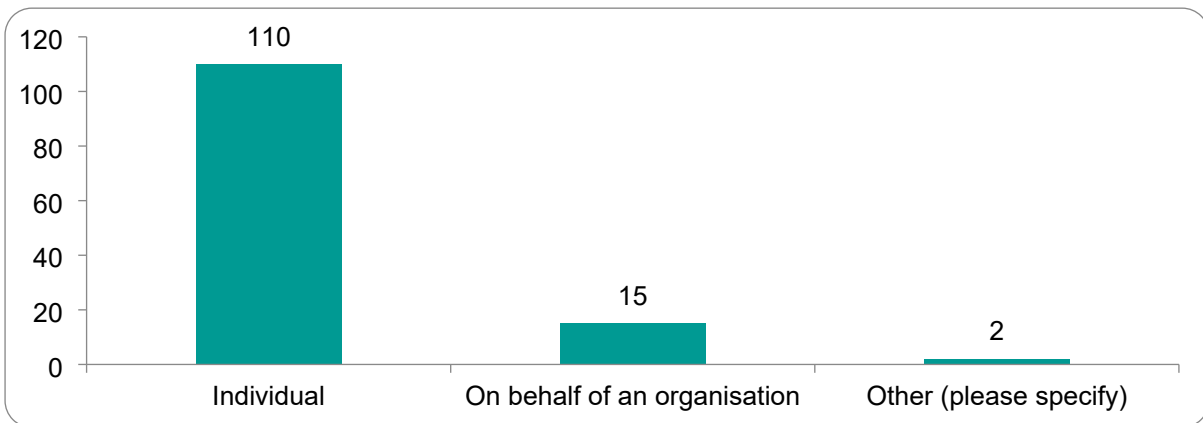
Fig 1. Number of visits over time to www.yourvoice.westyorks-ca.gov.uk/csf by referral channel.



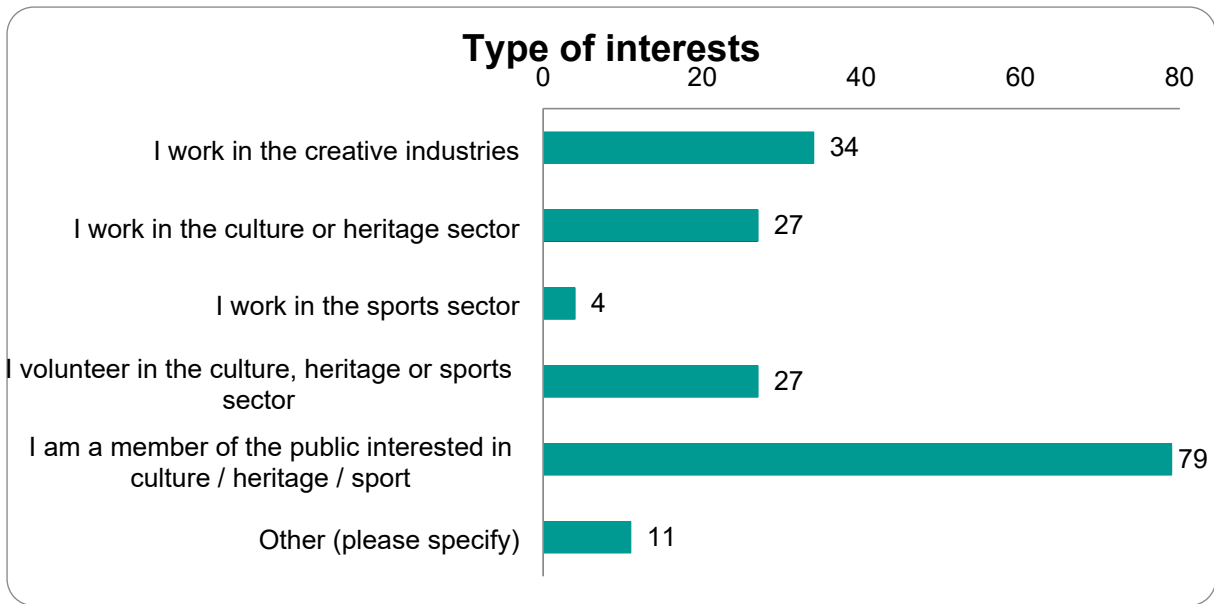
Survey respondents

Most survey responses were received from individuals, followed by those who work in one of the three sectors, and those who volunteer (see fig 1 & 2). Fifteen surveys responses were received on behalf of organisations and two responses were from respondents who identified as ‘other’. The ‘other’ responses received were on behalf of Sport Leeds, a constituted group of key organisations from across the district of Leeds, and from an individual representing a small cultural organisation as well as sharing their views as a professional in a higher education institution.

3.2.10 Fig. 2. Type of respondents (n=127)



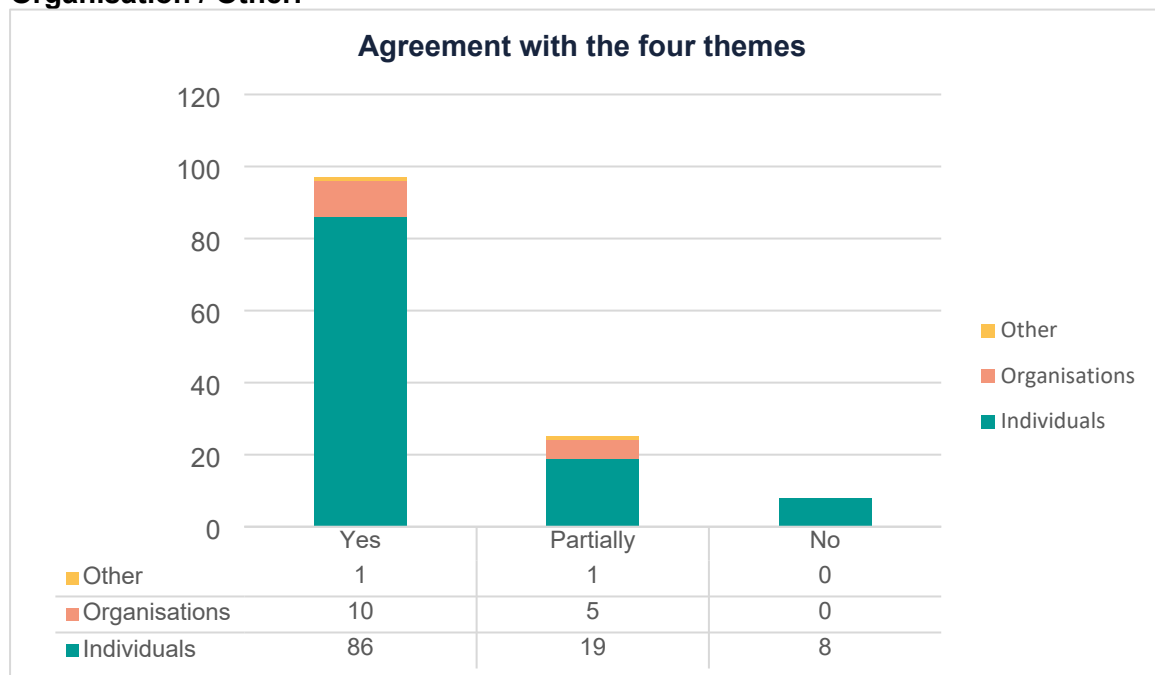
3.2.11 Fig. 3. Respondents’ interests (n=130)



When asked in more detail about their personal passions in culture, heritage and sports, the respondents gave various answers ranging from museums to books and literature, live music, theatre, art, rugby league, cycling and exploring the heritage of the local towns and cities. The below word-cloud highlights the key passions reported by the respondents.

Fig. 4. Culture, Heritage and Sport Interests - Word Cloud

Fig 6. Respondent agreement with the framework segmented by Individual / Organisation / Other.



Qualitative Data Analysis

The Culture, Heritage and Sport Framework engagement survey contained fourteen open ended questions, twelve of them being available only when respondents disagreed or partially disagreed with some of the proposals, prompting them to offer insights in how to improve those proposals. Please see Appendix 3 for a summary of these responses and actions.

Overall, 137 surveys were completed. Freeform correspondence was also received from both the public and key stakeholders.

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Report to: West Yorkshire Combined Authority

Date: 8 December 2022

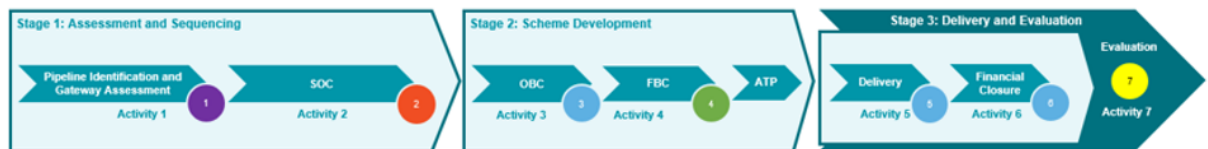
Subject: Project Approvals - Investment Priority 4 – Tackling the Climate Emergency and Environmental Sustainability

Director: Melanie Corcoran, Director of Delivery

Author: Craig Taylor, Head of Portfolio Management and Appraisal

1. Purpose of this report

- 1.1 To report on proposals for the progression of, and funding for projects under Investment Priority 4 - Tackling the Climate Emergency and Environmental Sustainability, within the West Yorkshire Investment Strategy (WYIS), that have been considered at stages 1, 2 and 3 of the Combined Authority's assurance process.



- 1.2 The recommendations can be found in Section 12 of this report.

2. Report

- 2.1 This report presents proposals for the progression of schemes through the Combined Authority's assurance process in line with the Combined Authority's Assurance Framework. Further details on the schemes summarised below can be found as part of this report.
- 2.2 For more detail on the Combined Authority's Assurance Framework through which each of the schemes outlined in this report are being approved is provided in **Appendix 1**.

3. Investment Priority 4 (IP4) - Tackling the Climate Emergency and Environmental Sustainability

- 3.1 The West Yorkshire Investment Strategy (WYIS) sets out the Investment Priorities for the period 1 April 2021 to 31 March 2024 across six areas. In each, a number of priority project / programme areas have been identified that are the focus for intervention.

3.2 West Yorkshire declared a climate emergency in 2019 and has a target to be net zero carbon by 2038. Investment Priority 4 will deliver a range of programmes under Wave 1 of the Climate and Environment Plan, which will contribute to the achievement of the net zero carbon target, with the following programmes:

- Better Homes Hub
- Better neighbourhoods
- Business sustainability
- Flooding and drainage
- Green skills and training
- Solar panels and battery storage.

Scheme summaries

<p>Business Sustainability Package West Yorkshire</p>	<p><u>Scheme description</u></p> <p>The Business Sustainability Package is one of seven programmes being delivered as part of Wave 1 of the Climate and Environment Plan (CEP). The CEP outlines the activities needed over the next three years, to set the region on a pathway towards achieving the 2038 net-zero carbon target. Net-zero carbon refers to the balance between the amount of carbon dioxide (CO₂) produced and the amount removed from the atmosphere.</p> <p>Businesses are facing a significant number of challenges relating to the net-zero agenda including the rapid rise in energy and fuel costs and general price instability and lack of energy resilience, pressure from major customers passing on net zero obligations, impending and future legislation impacts, consumer pressure on green issues for example plastics and food miles and competing priorities, especially as businesses recover from the impacts of Covid-19 and adjust to leaving the European Union.</p> <p>The Business Sustainability Package aims to provide simplified, consistent, and impartial support to small and medium sized enterprises (SMEs) within West Yorkshire acting as a catalyst to help them to plan for net zero and become climate ready, so they become more resilient to the effects of climate change. Support is designed to help SMEs measure their carbon impacts and climate readiness, plan improvements and act on these plans to reduce their environmental impact.</p> <p>The scheme will be delivered through the gainshare allocation for Investment Priority 4 (IP4) - Tackling the Climate Emergency and Environmental Sustainability.</p> <p><u>Impact</u></p> <p>This scheme aims to improve energy efficiency of SMEs, ensuring they require less energy, making them cheaper to run which will also increase their productivity and ability to innovate and grow. The scheme will help SMEs measure their current performance on emissions and climate readiness, actively plan to improve performance and support them to take action. The package is estimated to deliver greenhouse gas emission savings of 1,200 tonnes per annum and increase renewable energy generation by 1.5m kWh per annum.</p> <p>The value for money assessment reflects a benefit cost ratio (BCR) of 5:1. This is categorised as very high value for money.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 2 (Strategic Outline Case) and decision point 4 (Full Business Case) and work commences on activity 5 (delivery).</p> <p>Total value of the scheme – up to £21,946,934</p> <p>Total value of Combined Authority funding – up to £11,696,934 with the remainder coming from private match</p> <p>Funding recommendation sought – up to £10,596,934</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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4. Information

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

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

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

Projects in Stage 1: Assessment and Sequencing

Project Title	Business Sustainability Package
Stage	1 (assessment and sequencing)
Decision Point	2 (strategic outline case)

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

Background

4.3 The Business Sustainability Package is one of seven programmes being delivered as part of Wave 1 of the Climate and Environment Plan (CEP).

4.4 The Climate and Environment Plan (CEP) outlines the activities needed over the next three years, to set the region on a pathway towards achieving the 2038 net-zero carbon target. Net-zero carbon refers to the balance between the amount of carbon dioxide (CO₂) produced and the amount removed from the atmosphere.

- 4.5 Businesses are facing a significant number of challenges relating to the net-zero agenda including:
- Rapid rise in energy and fuel costs and general price instability and lack of energy resilience.
 - Supply chain pressure from major customers passing on net zero obligations.
 - Impending and future legislation impacts for example, extended producer responsibility for packaging, which changes the way UK organisations responsible for packaging, carry out their recycling responsibilities and anti-greenwashing regulations, to prevent people being misled about the green credentials / environmental claims made by organisations.
 - Consumer pressure on green issues, for example plastics and food miles.
 - Competing priorities, especially as businesses recover from the impacts of Covid-19 and adjust to leaving the European Union.
- 4.6 Learning from current programmes and wider studies have shown that:
- Businesses are aware of the challenges and significance of net zero and sustainability in general, but often do not know where to start to address these, and this can affect how actions are prioritised.
 - There is a general lack of planning and target setting towards net zero and climate readiness, so businesses become more resilient to the effects of climate change, particularly amongst SMEs.
 - Measurement of the baseline (for example carbon foot printing) is a fundamental gap in businesses transitioning to net zero.
 - Access to knowledge and external finance continue to be barriers / enablers.
 - Support needs to be clearly publicised and flexible enough to respond to specific business needs.
- 4.7 The Business Sustainability Package aims to provide simplified, consistent, and impartial support to West Yorkshire's SMEs to act as a catalyst to help them to plan for net zero and become climate ready. This support will help firms in any sector but will target those SMEs with under 100 staff. There will be some flexibility within the programme to support business with just over 100 staff, but this will be dependent on the project. Support is designed to help SMEs measure their carbon impacts and climate readiness, plan improvements and act on these plans to reduce their environmental impact.
- 4.8 This support will include diagnostics to prioritise net zero and climate readiness issues within the business, measurement of current carbon footprints and resource efficiency audits, consultancy advice to implement environmental management systems, net-zero plans and explore business models, products and processes, and grant funding towards energy efficiency improvements, renewable energy generation and flood resilience.

- 4.9 Additional funding is included to support 'special projects' that could act as pilots at a local level for more extensive action in the future, and to pilot a digital sharing platform for businesses to exchange surplus resources, and a regional industrial scheme. There is also an ambition to support a 'green business network' to facilitate peer support on this agenda and act as the base for a potential accreditation and awards scheme.
- 4.10 The total scheme cost is up to £21,946,934, which will be funded by up to £11,696,934 from the Combined Authority's gainshare allocation for Investment Priority 4 (IP4) - Tackling the Climate Emergency and Environmental Sustainability, £9,250,000 from private sector leverage and £1,000,000 of match funding from SMEs as part of the Energy Price Crisis Emergency Grant Programme.
- 4.11 The package includes the Energy Price Crisis Emergency Grant Programme, introduced as an interim measure from November 2022, as an immediate response to the cost-of-living crisis. The voucher scheme was approved by Combined Authority on 21 October 2022 and will run until March 2023, with the rest of the Business Sustainability Package starting from 1 April 2023.
- 4.12 A summary of the scheme's business case is included in **Appendix 2**.

Tackling the Climate Emergency Implications

- 4.13 For the region to become net zero by 2038, it needs to reduce emissions year on year by 14.5%. This includes reducing the emissions from SMEs, which contribute 50% of business and industry emissions. This package aims to act as a catalyst to improve the energy efficiency of SMEs, so they require less energy to heat and power, making them cheaper to run which will also increase productivity and ability to innovate and grow, and also increase resilience through climate readiness action. The scheme will help SMEs measure their current performance on emissions and climate readiness and actively plan to improve performance.
- 4.14 It is estimated that the package will deliver greenhouse gas emission savings of 1,200 tonnes per annum and increase renewable energy generation by 1.5m kWh per annum.

Outputs and Benefits

- 4.15 The package outputs and benefits include:
- Develop greater awareness within the region's SMEs of how to plan for net zero and climate readiness, and where they can access support
 - Supporting SMEs to identify what stage they are at now, in terms of net zero and climate readiness, develop an action plan to improve and provide support to implement those actions
 - Supporting SMEs to connect with external sources of expertise and finance
 - Stimulating peer networking and support on the net zero agenda so SMEs can learn from each other

- Act as a catalyst to wider planning for net zero and climate readiness for regional businesses

4.16 An indicative value for money assessment has been undertaken based on the Combined Authority's current REBiz programme. This scheme is expected to have a benefit cost ratio of 5:1 which is very high value for money.

Inclusive Growth Implications

4.17 This scheme will provide grant funding to businesses. To receive a grant, businesses will be required make an inclusive growth commitment, such as improving skills and employability of young people, increasing training and development opportunities in the workplace, and committing to paying the Real Living Wage. Inclusive growth commitments will be a condition of all funding offers made of over £25,000 (businesses will be asked to consider a voluntary commitment below this threshold, in line with other business support programmes run by the Combined Authority) and will be monitored.

4.18 The package also includes the following target to deliver support to businesses:

- 25% within the lowest 20% Lower Layer Super Output Areas (LSOAs), in other words, the most deprived areas, based on the Indices of Multiple Deprivation.

Equality and Diversity Implications

4.19 An Equality Impact Assessment (EqIA) has been undertaken for the scheme and equality and diversity impacts taken account of as part of the development of the scheme and the business case development. The scheme will increase access to skills and training which will enable access to jobs for all.

4.20 Equality and diversity will be supported by targeting businesses and communities with protected characteristics to achieve the following equality targets to deliver support to businesses:

- 10% (of SMEs) with at least one BAME decision maker
- 15% (of SMEs) with at least one female decision maker

Risks

4.21 The scheme risks include:

- Inability to recruit suitable team members leading to delays in delivery, mitigated by reviewing the existing team structure and planning to be able to start support with a more limited initial focus if required.
- Inflationary pressures limit the scope and value of capital grants package of support and flood grants, mitigated by incorporating flexibility into the programme and allowing other grant packages to be used

- The service does not meet equality, diversity, and inclusion (EDI) targets, mitigated by monitoring the programme on an ongoing basis to track performance against equality targets
- Demand for support does meet expectations. This has been mitigated by building proposals on existing programmes and industry knowledge and designing a flexible service which can adapt.

Costs

- 4.22 The total scheme cost is up to £21,946,934. This will be funded by up to £11,696,934 from the Combined Authority's gainshare allocation for Investment Priority 4 (IP4) and £9,250,000 from private sector leverage and £1,000,000 of match funding from SMEs as part of the Energy Price Crisis Emergency Business Grants Programme.
- 4.23 On 21 October 2022, the Combined Authority approved £1,100,000 from the gainshare allocation for IP4, for the Energy Price Crisis Emergency Business Grants Programme. Approval is now being sought for £10,596,934 from the gainshare allocation.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
2 to 4 (Business Justification)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	08/12/2022
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	29/05/2026

Other Key Timescales

- Delivery starts - 01/04/2023
- Delivery ends - 31/03/2026
- Project evaluation - 31/07/2026

Assurance Tolerances

Assurance tolerances
<p>Combined Authority costs remain within +5% of those outlined in this report</p> <p>Delivery (DP5) timescales remain within +3 months of those outlined in this report.</p> <p>Number of SMEs supported remain within -10% of those outlined in this report</p>

Appraisal Summary

- 4.24 This scheme contributes towards Wave 1 of the Climate and Environment Plan and will provide support to businesses in reducing energy costs and emissions. The business case establishes scheme alignment with the business aims and strategy of West Yorkshire Combined Authority. The business case clearly sets out the direct links to two Mayoral pledges, specifying the programmes and business support provided to tackle climate emergency and protect the environment, and support local businesses and become a champion for the regional economy.

Recommendations

- 4.25 The Combined Authority approves that:
- (i) The Business Sustainability Package proceeds through decision point 2 (strategic outline case) and decision point 4 (full business case) work commences on activity 5 (delivery).
 - (ii) Approval to the Combined Authority's contribution of up to £10,596,934 is given. The total scheme value is up to £21,946,934.
 - (iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and any change requests are delegated to the Climate, Energy and Environment Committee, which will be subject to the scheme remaining within the tolerances outlined in this report.

Projects in Stage 2: Scheme development

- 4.26 There are no schemes to review at this stage.

Projects in Stage 3: Delivery and Evaluation

- 4.27 There are no schemes to review at this stage.

5. Tackling the Climate Emergency implications

- 5.1 The Climate Emergency implications have been considered on all projects included in this report as part of their business case development.

6. Inclusive Growth implications

- 6.1 The inclusive growth implications have been considered on all projects included in this report as part of their business case development.

7. Equality and Diversity implications

- 7.1 Equality Impact Assessments (EQIA) have been undertaken on all projects included in this report as part of their business case development.

8. Financial implications

- 8.1 The report seeks endorsement to expenditure from the available Combined Authority funding as set out in this report.

9. Legal implications

- 9.1 The payment of funding to any recipient will be subject to a funding agreement being in place between the Combined Authority and the organisation in question.

10. Staffing implications

- 10.1 A combination of Combined Authority and local partner council project, programme and portfolio management resources are or are in the process of being identified and costed for within the schemes in this report.

11. External consultees

- 11.1 Where applicable scheme promoters have been consulted on the content of this report.

12. Recommendations (Summary)

Business Sustainability Package

- 12.1 The Combined Authority approves that:
- (i) The Business Sustainability Package proceeds through decision point 2 (strategic outline case) and decision point 4 (full business case) work commences on activity 5 (delivery).
 - (ii) Approval to the Combined Authority's contribution of up to £10,596,934 is given. The total scheme value is up to £21,946,934.
 - (iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and any change requests are delegated to the Climate, Energy and Environment Committee, which will be subject to the scheme remaining within the tolerances outlined in this report.

13. Background Documents

- 13.1 None as part of this report.

14. Appendices

Appendix 1 - Background to the Combined Authority's Assurance Framework

Appendix 2 - Business Sustainability Package – Business Case Summary



Project Approvals

Appendix 1 - Assurance Framework

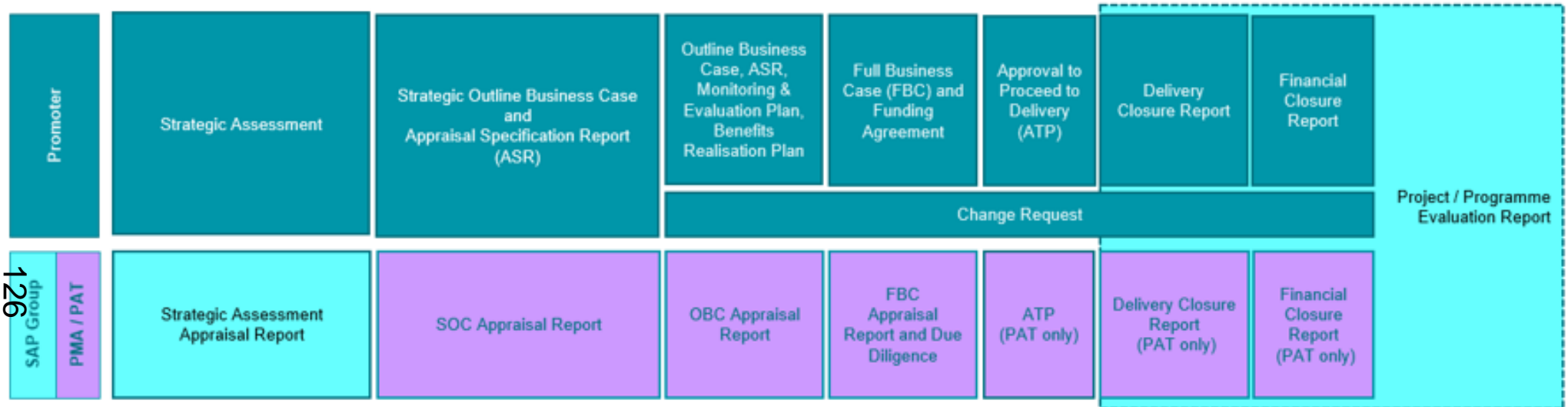
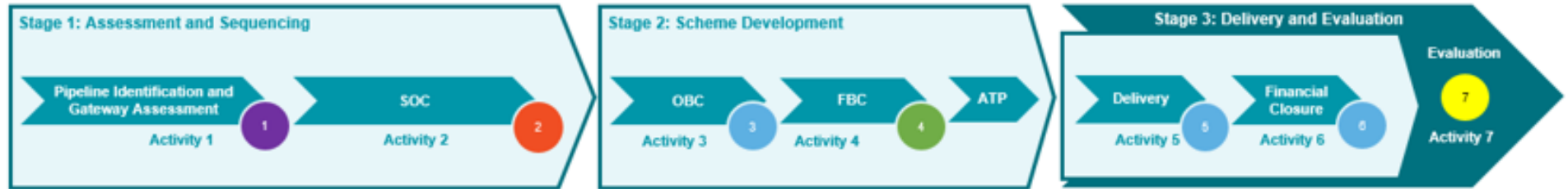
1 Assurance Framework

- 1.1 The Combined Authority's Assurance Framework was developed in 2015 as part of the Growth Deal with Government. Its purpose is to ensure that the necessary systems and processes are in place to manage funding effectively, and to ensure the successful delivery of the Strategic Economic Framework (SEF) ambitions and the West Yorkshire Investment Strategy (WYIS).
- 1.2 The Framework's focus is to ensure that necessary practices and standards are implemented to provide the Government, Combined Authority, the Leeds Enterprise Partnership (LEP) and local partners with assurance that decisions over funding (and the means by which these decisions are implemented) are proper, transparent and deliver value for money. It covers all projects and programmes funded from Government or local sources that flow through the LEP and Combined Authority and must be reviewed annually, as stipulated by Government.

Assurance Process

- 1.3 The process is flexible, in that each project or programme will be set a bespoke approval pathway and approval route to be followed. This may be to delegate decisions to a Committee, Managing Director (MD) etc. or it may be that certain decision point (activity) approvals are not required, or that bid documents to other government departments can be utilised. Furthermore, development costs can be funded at decision point 1 and beyond.
- 1.4 Approval is required at Combined Authority (CA) for all programmes and projects at least once in their lifetime and this is usually at decision point 2 (Strategic Outline Case). The Assurance Pathway and Approval Route is also set at this point.
- 1.5 At FBC (Decision Point 4), the Programme Appraisal Team (PAT) sets conditions that must be met before full approval of funding is given and the project has Approval to Proceed to Delivery (Activity 5).
- 1.6 In line with the revised Green Book, in assessing value for money, a stronger emphasis can now be placed on the strategic case and how the strategic objectives and priorities of the Combined Authority will be met through the delivery of the project. This might for example include, but not limited to, supporting the climate change and good growth agenda (the Combined Authority aims to achieve net-zero by 2038), supporting an increase in active mode and public transport use and / or supporting / accelerating housing development. The specific approach will be determined on a programme by programme basis as funding and investment streams come forward.
- 1.7 The Assurance Process is set out below:

Assurance Process



KEY: ● Key Decision Point (CA Approval Required) ● Key Decision Point (Committee Approval may be required) ● Decision Point (Committee Approval may be required) ● Decision Point ● Reporting Point

Stage 1: Assessment and Sequencing

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

Stage 2: Scheme Development

- 1.10 If approved the scheme will progress to OBC unless the approval pathway set at decision point 2 does not require this. The OBC should revisit the options identified within the SOC to identify the option which optimises public value, confirm the affordability of the scheme, and put in place the arrangements to ensure successful delivery. The OBC should be prepared in accordance with the Green Book five-case model and should include a draft Monitoring and Evaluation Plan and a Benefit Realisation Plan. The economic case must be developed in consistency with the agreed ASR. Guidance will be provided to scheme promoters around the level of detail to be submitted at this stage with regards to proportionality of the business case. The scheme will be presented for approval by the decision-maker (decision point 3) as set out in the approval pathway and route approved at decision point 2.
- 1.11 If approved the scheme will progress to full business case (FBC) which will confirm the contractual arrangements for the preferred option. Affordability of the scheme is reiterated, and the scheme puts in place the final arrangements for delivery and monitoring and evaluation of the scheme. A Monitoring and Evaluation Plan and a Benefit Realisation Plan are mandatory products at this stage. The FBC should also be prepared in accordance with the five-case model and any conditions set at OBC should be resolved. The economic case must be developed in consistency with the agreed ASR. The scheme will be presented for approval by the decision-maker (decision point 4) as set out in the approval pathway and route approved at decision point 2.
- 1.12 The FBC approval will be granted with a condition that the scheme remains within set conditions. Where this condition has been met Approval to Proceed into Delivery (Activity 5) will be granted by the Managing Director (or by an

officer under sub-delegated authority from the Managing Director). If the condition(s) is not met, the project will be required to re-submit the FBC.

- 1.13 A Single Stage Business Case, called Business Justification, has now been introduced for transport and non-transport projects that are either below £2,000,000, low complexity, low risk and / or not novel or contentious. Although this is a single stage approval, replacing decision point 2 (SOC), decision point 3 (OBC) and decision point 4 (FBC), the remainder of the assurance process must still be followed.

Stage 3: Delivery and Evaluation

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

2 Future assurance and approval route

- 2.1 The tables for each scheme in the main report outline the proposed assurance process and corresponding approval route for the scheme. The assurance pathway sets out the decision points which the scheme must progress through and will reflect the scale and complexity of the scheme. The approval route

indicates which committees or officers will make both a recommendation and approval of the scheme at each decision point. A delegated decision can only be made by the Managing Director if this has received prior approval from the Combined Authority.

3 Tolerances

- 3.1 In order for the scheme to follow the assurance pathway and approval route that is proposed in this report, it should remain within the tolerances outlined for each scheme. If these tolerances are exceeded the scheme needs to return to a Committee and/or the Combined Authority for further consideration.

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Project Overview

Project Title	Business Sustainability Package
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Main Funding Programme	Gainshare for Investment Priority 4
Current Forecast Project cost	£21,946,934
Funding Applied for from the Combined Authority now	Up to £10,596,934
Private sector funding amounts and sources	£10,250,000

Scheme Description

The Business Sustainability Package is one of seven programmes being delivered as part of Wave 1 of the Climate and Environment Plan (CEP). The CEP outlines the activities needed over the next three years, to set the region on a pathway towards achieving the 2038 net zero carbon target. Net zero carbon refers to the balance between the amount of carbon dioxide (CO₂) produced and the amount removed from the atmosphere.

Businesses are facing a significant number of challenges relating to the net zero agenda including:

- the rapid rise in energy and fuel costs and general price instability
- lack of energy resilience
- pressure from major customers passing on net zero obligations,
- impending and future legislation impacts
- consumer pressure on green issues, for example plastics and food miles
- competing priorities, especially as businesses recover from the impacts of Covid-19 and adjust to leaving the European Union.

The Business Sustainability Package aims to provide simplified, consistent, and impartial support to small and medium sized enterprises (SMEs) within West Yorkshire. It will act as a catalyst to help them to plan for net zero and become climate ready, so they become more resilient to the effects of climate change. Support is designed to help SMEs measure their carbon impacts and climate readiness, plan improvements and act on these plans to reduce their environmental impact.

The ambition is to provide a flexible, offer to provide tailored support to support small businesses to address their carbon emissions. The package will help SMEs measure their current performance on emissions and climate readiness and actively plan to improve performance with practical solutions and activities.

The package also aims to improve the energy efficiency of SMEs so they require less energy, making them cheaper to run, which will also increase productivity and their ability to innovate and grow.

It is estimated that the package will deliver greenhouse gas emission savings of 1,200 tonnes per annum and increase renewable energy generation by 1.5m kWh per annum.

Business Case Summary

Strategic Case

Reaching net zero carbon is a priority both nationally and locally. West Yorkshire Combined Authority declared a climate emergency in 2019 and made a commitment to reach net zero as a region by 2038.

According to the British Business Bank, UK-wide small businesses account for 50% of business-related emissions and 30% emissions. A study undertaken by Lloyds Bank highlights that only 50%

of SMEs have committed to net zero, with only 34% introducing measuring and monitoring of environmental impact.

This package, specifically targeted at SMEs, will help them to address some of the significant challenges they face, including:

- Rapid rise in energy and fuel costs and general price instability and lack of energy resilience.
- Supply chain pressure from major customers passing on net zero obligations.
- Impending and future legislation impacts for example, anti-greenwashing regulations, to prevent people being misled about the green credentials / environmental claims made by organisations.
- Consumer pressure on green issues, for example plastics and food miles.
- Competing priorities, especially as businesses recover from the impacts of Covid-19 and adjust to leaving the European Union.

The package will develop greater awareness within the region's SMEs of how to plan for net zero and climate readiness, by supporting them to identify what stage they are at now, in terms of net zero and climate readiness, develop an action plan to improve and provide support to implement those actions.

Economic Case

The Business Sustainability Package aims to provide a simplified, consistent, and impartial source of support to West Yorkshire's SMEs to plan for net zero and become climate ready. The ambition is to provide a flexible, offer to provide tailored support to support small businesses to address their carbon emissions.

The scheme will align to the Business West Yorkshire service enabling the Combined Authority to leverage the strengths and benefits of a larger programme and provide a more consistent and recognisable services to businesses.

Commercial Case

The scheme will help SMEs to measure, plan and act now and is aimed at enabling and empowering SMEs to address carbon impact and their climate readiness. A number of procurements will need to be undertaken, to provide the support needed.

Financial Case

The scale of the problem is significantly larger than can be solved with the budget available. The package therefore prioritises a measure-plan-act approach to support as many SMEs as possible to reduce their climate impact.

The package has been developed using the Combined Authority's experience of delivering business support programmes and its recent knowledge of staffing and expected delivery costs.

The package will leverage around £10,250,000 of private sector investment.

Management Case

The Combined Authority is not able to achieve its net zero carbon ambitions alone - action is required from all parts of society and the economy in West Yorkshire.

The Combined Authority's approach is to create a robust and flexible service that can respond to the challenges of the complex economic environment. And offer a consistent and recognisable service that businesses can easily find and do business with. The package will build on existing governance and delivery structures to ensure continuity and achievability of delivery.

The package will build on current and recent resource efficiency programmes and the existing governance and team structures will be used as a basis for delivery, allowing the project to start quickly while additional resources are developed.

Report to: West Yorkshire Combined Authority

Date: 8 December 2022

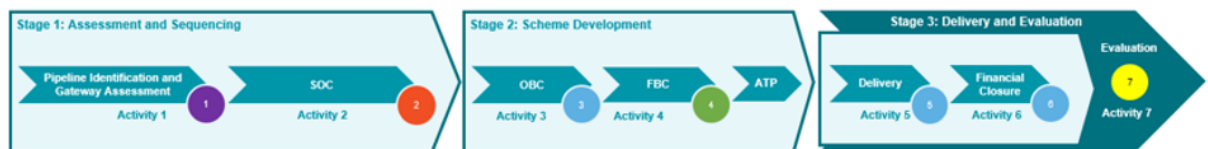
Subject: Project Approvals - Investment Priority 5 – Future Transport

Director: Melanie Corcoran, Director of Delivery

Author: Craig Taylor, Head of Portfolio Management and Appraisal

1. Purpose of this report

- 1.1 To report on proposals for the progression of, and funding for projects under Investment Priority 5 – Future Transport, within the West Yorkshire Investment Strategy (WYIS), that have been considered at stages 1, 2 and 3 of the Combined Authority’s assurance process.



- 1.2 The recommendations can be found in Section 12 of this report.

2. Report

- 2.1 This report presents proposals for the progression of schemes through the Combined Authority’s assurance process in line with the Combined Authority’s Assurance Framework. Further details on the schemes summarised below can be found as part of this report.
- 2.2 For more detail on the Combined Authority’s Assurance Framework through which each of the schemes outlined in this report are being approved is provided in **Appendix 1**.

3. Investment Priority 5 (IP5) - Future Transport

- 3.1 The West Yorkshire Investment Strategy (WYIS) sets out the Investment Priorities for the period 1 April 2021 to 31 March 2024 across six areas. In each, a number of priority project / programme areas have been identified that are the focus for intervention.

3.2 Investment Priority 5 will deliver a range of programmes and schemes which focus on:

- Creating an affordable, simple, integrated, and accessible system for people to travel anywhere by public transport.
- Increasing passenger numbers on bus, rail, and future transport networks.
- Improving air quality and reduction in car dominance.
- Ensuring that people are enabled to make sustainable travel choices from housing and employment sites.
- Transforming access for communities of persistent poverty, where households have prolonged experiences of poverty, to employment opportunities and skills centres.
- Enhancements in ticketing and travel information.
- Buses being an effective and affordable mode of transport.
- Enhancing customer satisfaction with public transport.

3.3 IP5 has an indicative allocation of £58,000,000 of gainshare funding for the current investment period but there also other funding streams that contribute to IP5, for example West Yorkshire plus Transport Fund, CRSTS etc., that add up to £2 billion plus.

Scheme summaries

<p>Combined Services and Assets Database (CoSA) Replacement West Yorkshire</p>	<p><u>Scheme description</u></p> <p>The scheme will provide a new IT system that will replace the Combined Authority's current Combined Services and Assets (CoSA) system.</p> <p>The new system will enable the Combined Authority to continue to meet its statutory obligation to provide public transport information and network management and will enable the Combined Authority to create and manage bus services, bus stops and infrastructure in real time.</p> <p>The scheme is to be delivered through the City Region Sustainable Transport Settlement (CRSTS) fund.</p> <p><u>Impact</u></p> <p>The scheme will implement a new secure and GDPR compliant CoSA system which enables the Combined Authority to continue to meet its statutory obligations to provide public transport information and network management.</p> <p>The new CoSA system will provide effective scheduling of bus services and management and maintenance of the Combined Authority's bus stop and bus infrastructure assets and will encourage the increased use of public transport for education, employment and leisure activities, by providing people with improved journey information, for example real time travel updates and the scheduling of taxi transport for young people with special educational needs.</p> <p>The scheme will undertake a value for money assessment as part of the business justification case submission.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 1 (strategic assessment) and work commences on activity 2 to 4 (business justification case).</p> <p>Total value of the scheme - £615,000</p> <p>Total value of Combined Authority funding - £615,000</p> <p>Funding recommendation sought - £50,000</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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<p>TCF - Bradford City Centre Cycling and Walking Improvements</p> <p>Bradford</p>	<p><u>Scheme description</u></p> <p>The scheme will remove through traffic from a large area in Bradford City Centre, making it easier to travel around the city centre on foot, bike and public transport and creating a centre which is a comfortable, safe, and enjoyable place to be.</p> <p>The scheme will deliver a range of improvements, these include new public spaces including a new urban park, new paving, planting, seating, and artwork, making the city centre more attractive. The scheme will create new bus hubs at key locations on bus routes, new protected cycle tracks and install new and upgraded pedestrian and cycle crossings,</p> <p>The scheme will also reconfigure and make improvements to key junctions around the edge of the core area to provide space for displaced traffic and improve facilities for bus users, pedestrians, and cyclists.</p> <p>The scheme is to be delivered through the Combined Authority's Transforming Cities Fund (TCF).</p> <p><u>Impact</u></p> <p>The scheme will improve pedestrian and cycle accessibility and connectivity to the city centre. The scheme will also make the city centre more attractive, safer, and less polluted.</p> <p>The scheme also includes new urban green space and sustainable urban drainage systems (SUDS) and will increase biodiversity through planting new trees.</p> <p>The scheme is expected to encourage more people to walk or travel by bike around the city centre and spend more time in the city centre, increasing footfall and supporting clean growth.</p> <p>The value for money assessment reflects a benefit cost ratio (BCR) of 2.5:1. This is categorised as high value for money.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 3 (outline business case) and work commences on activity 4 (full business case).</p> <p>Total value of the scheme - £43,266,000</p> <p>Total value of Combined Authority funding - £43,166,000</p> <p>Funding recommendation sought - £3,741,000</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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- 3.4 Since the Combined Authority’s meeting on 21 October 2022, the following decision points and change requests have been assessed in line with the Combined Authority’s assurance process and approved through the agreed delegation to the Transport Committee at its meeting on 18 November 2022. The decisions were made by the Transport Committee following a recommendation from Combined Authority Programme Appraisal Team.
- 3.5 The full agenda and papers for the meeting can be found on the [Combined Authority website here.](#)

<p>TCF South Bradford Park and Ride and Expressway</p>	<p>Approval to the change request for development costs of £2,191,774, taking the total scheme approval to £3,546,774.</p> <p>Funding approved - £2,191,774</p> <p>Total indicative value of the scheme - £26,700,000 to £32,700,000</p> <p>Total indicative value of Combined Authority funding - £20,000,000</p>
<p>TCF Bradford Interchange Station Access</p>	<p>Approval to the change request for development costs of £3,367,272 to continue business case development and for the advance demolition of the NCP car park, taking the total scheme approval to £6,404,722.</p> <p>Funding approved - £3,367,272</p> <p>Total indicative value of the scheme - £22,031,000</p> <p>Total indicative value of Combined Authority funding -£22,031,000</p>
<p>Bus Service Improvement Plan (BSIP) (Cheaper Fares, Improved Bus Services and Bus Priority and Safety)</p>	<p>Approval to the Bus Service Improvement Plan (BSIP) portfolio proceeding through decision point 2 (strategic outline case) and work commencing on development of the relevant business case for each individual scheme.</p> <p>Funding approved - £16,823,176</p> <p>Total indicative value of the scheme - £69,974,070</p> <p>Total indicative value of Combined Authority funding - £69,974,070</p>

4. Information

- 4.1 The Combined Authority’s assurance framework requires that formal approval be given to the following elements of a scheme as part of its development:
- The progression of a scheme through a decision point to the next activity.
 - Indicative or full approval to the total value of the scheme funding requested.
 - The Combined Authority’s entry into a funding agreement with the scheme’s promoter.
 - The assurance pathway and approval route for future decision points.
 - The scheme’s approval tolerances.
- 4.2 This report provides information required to enable the Combined Authority to approve each of the above elements.

Projects in Stage 1: Assessment and Sequencing

Project Title	Combined Services and Assets Database (CoSA) Replacement
Stage	1 (assessment and sequencing)
Decision Point	1 (strategic assessment)

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

Background

- 4.3 This scheme will be funded from the City Region Sustainable Transport Settlement Fund (CRSTS) which is a £5.7 billion investment in local transport networks. CRSTS provides consolidated, long-term capital funding to eight city regions across England through five-year settlements from financial years 2022/23 to 2026/27. The objectives of the CRSTS fund are:
- Driving growth and productivity
 - Decarbonising transport
 - Levelling up services and areas
- 4.4 The Combined Services and Assets Database (CoSA) system provides public transport information and network management, which is a statutory duty for the Combined Authority. To fulfil this obligation, the Combined Authority has been using the original bespoke CoSA system since 1999.
- 4.5 The contract with the current supplier expires on 31 March 2024. The contract has been extended multiple times but cannot be extended again. Markets have also changed significantly since 1999, and a more up to date replacement system is now needed.
- 4.6 A modern IT system will be better able to manage and plan public transport, will have improved security, be GDPR compliant and will align to and contribute to a range of policies and strategies including the West Yorkshire Connectivity Strategy 2040, West Yorkshire Bus Strategy 2040, The Bus Information Strategy 2019-2040 and the Mayoral pledges of Tackling the Climate Emergency and Championing the Local Economy.

- 4.7 The scheme will procure and implement a software solution to replace the existing CoSA system, which will:
- Enable the effective scheduling of bus services and management and maintenance of the Combined Authority's bus stop and bus infrastructure assets
 - Provide timetable information to the public to help them navigate public transport services. Information will be accessible through Metro and through third parties including Google, Citymapper and Moovit, through the provision of open data
 - The scheduling of taxi transport for young people with special educational needs, so they are able to access education and training
 - Provide effective data, information and support applications that provide bus services, so people have the information they need to access attractions and cultural and creative opportunities throughout West Yorkshire
 - Encourage increased use of public transport rather than private cars, for employment and leisure activities, by providing residents with improved journey information, for example real time travel updates
- 4.8 Without a replacement system the Combined Authority would be in breach of its statutory obligation to provide this information. If a new system is not in place the Combined Authority cannot continue to fulfil its obligation of providing passenger information and managing bus network.
- 4.9 The scheme costs are currently estimated to be £615,000, which will be solely funded by the Combined Authority from the City Region Sustainable Transport Settlement fund. The revenue costs to run and maintain the system, are £150,000 per year, and will be funded from the Combined Authority's ICT budget.
- 4.10 Approval is sought at this stage for development costs of £50,000, which will fund dedicated resource to develop the business justification case and allow sufficient time to fully explore options to replace the current CoSA system and to determine the technical requirements of the preferred supplier's model, the design of the new system's architectures and interfaces and to determine indicative costs.

Tackling the Climate Emergency Implications

- 4.11 The scheme aims to improve bus services and bus infrastructure management to reduce single occupancy car use.
- 4.12 A full Carbon Impact Assessment will be included as part of the business justification case.

Outputs and Benefits

- 4.13 The scheme outputs and benefits include:

- Implementation of new secure and GDPR compliant CoSA system which enables the Combined Authority to meet its statutory obligations to provide public transport information and network management
- Effective scheduling of bus services and management and maintenance of the Combined Authority's bus stop and bus infrastructure assets
- Encourage increased use of public transport for employment and leisure activities, by providing residents with improved journey information, for example real time travel updates
- Provision of timetable information to enable the public to navigate public transport services using Metro and other sources providing bus service information including Google, Citymapper and Moovit
- The scheduling of taxi transport for young people with special educational needs, so they are able to access education and training opportunities

Inclusive Growth Implications

4.14 The scheme inclusive growth implications include:

- Reliable scheduling information and provision improving public access to employment, training, and leisure opportunities
- An updated and improved system supporting those who rely on bus transport

Equality and Diversity Implications

4.15 An Equality Impact Assessment (EqIA) has been undertaken for the scheme and equality and diversity impacts taken account of as part of the development of the scheme and the business case development.

Risks

4.16 The scheme risks include:

- Failure to implement a new system in time, mitigated by establishing clear timelines for the completion of each work package and managing each package and associated tasks closely. A specialist transport consultant has been procured to support this work.
- Internal staffing resources are focused on other work and may not be available to support the scheme's development, mitigated by engaging with specialist public transport consultants to support development.
- Lack of suppliers to deliver the system. mitigated by early engagement with the market to identify potential suppliers
- Complex data transfer to a new system resulting in inaccurate or missing information, mitigated by ensuring robust data transfer processes are in place.

Costs

- 4.17 The scheme costs are estimated to be £615,000 which will be solely funded by the Combined Authority from the CRSTS fund. The revenue costs to run and maintain the system, are £150,000 per year, and will be funded from the Combined Authority's ICT budget.
- 4.18 The scheme was considered by the Combined Authority's Strategic Assessment Prioritisation Group, at which time the scheme costs were £400,000 from the CRSTS fund. The total scheme costs and Combined Authority contribution has now increased by £215,000, to £615,000.
- 4.19 Approval is sought at this stage for development costs of £50,000, which will fund dedicated resource to develop the business justification case and allow sufficient time to fully explore options to replace the current CoSA system and to determine the technical requirements of the preferred supplier's model, the design of the new system's architectures and interfaces and to determine indicative costs.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
1 (strategic assessment)	Recommendation: Combined Authority's Strategic Assessment Prioritisation Group Decision: Combined Authority	08/12/2022
2,3 and 4 (business justification)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Transport Committee	26/05/2023

Other Key Timescales

- December 2022 - Finalise system / software architecture and requirements
- March 2023 - Appoint suppliers
- December 2023 - New system in place

Assurance Tolerances

Assurance tolerances
Assurance tolerances will be set at the business justification case stage.

Appraisal Summary

- 4.20 This scheme is a statutory obligation for the Combined Authority, without a replacement system in place by the required timeframes, there could be significant implications for the Combined Authority.

4.21 A comprehensive appraisal will be undertaken once the business justification case is submitted.

Recommendations

4.22 The Combined Authority approves that:

- (i) The Combined Services and Assets Database (CoSA) Replacement scheme proceeds through decision point 1 (strategic assessment) and work commences on activity 2 to 4 (business justification case).
- (ii) An indicative approval to the Combined Authority's contribution of £615,000. The total scheme value is £615,000.
- (iii) Development costs of £50,000 are approved for development of the business justification case.
- (iv) Future approvals are made in accordance with the assurance pathway and approval route outline in this report and any change requests are delegated to the Transport Committee, which will be subject to the scheme remaining within the tolerances outlined in this report.

Projects in Stage 2: Scheme development

Project Title	TCF - Bradford City Centre Cycling and Walking Improvements
Stage	2 (scheme development)
Decision Point	3 (outline business case)

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

Background

- 4.23 As part of the Government's Industrial Strategy and the National Productivity Investment Fund, the Transforming Cities Fund (TCF) aims to drive up productivity through improved connections between urban centres and suburbs. To do this, the TCF provides a significant opportunity to invest in infrastructure to improve public and sustainable transport connectivity in some of England's largest cities.
- 4.24 The TCF programme is organised into three themes which focus on improving public transport and cycling corridors, improving accessibility to key locations, and improving transport hubs and Interchange facilities.
- 4.25 The Bradford City Centre Cycling and Walking scheme aims to address a car dominated city centre which also lacks good quality walking and cycling infrastructure.
- 4.26 The busy major roads, make it difficult to access and move around the city centre, particularly for pedestrians at Hall Ings Road, where emissions, noise, and the high volume of traffic, make it an unattractive environment. This scheme will remove through traffic from a large area of Bradford City Centre, create new public space and make the city centre more attractive. This will make it easier to travel around by bike, public transport and on foot and will make the city centre a comfortable, safe, and enjoyable place to be. The scheme will:
- Create a new park in the city centre with green spaces and connections for walking and cycling, fully pedestrianise the dual carriageway on Hall Ings from Jacobs Well to Bank Street

- Change the dual carriageway on Hall Ings to single carriageway between Bank Street and Vicar Lane, with the park continuing on the southern side
- Remove the existing roundabout and subways at Jacobs Well and replace with a surface level crossing with a wide central reservation
- Close Market Street, Bank Street, Broadway, and Bridge Street to traffic and deliver improvements including paving, planting, seating, and artwork
- Install power points on Market Street for pop-up markets and events
- Close Little Horton Lane at the junction with Princes Way and create a small park and new public space
- Divert bus routes onto a new bus corridor circulating the city centre with bus priority measures. This will include a new bus and taxi only link between Bradford Interchange and Forster Square stations along Vicar Lane and Well Street, and a bus lane southbound on Princes Way (between Sunbridge Road and Croft Street gyratory)
- Create new bus hubs at key locations on the new bus corridor
- Install new and upgraded pedestrian and cycle crossings
- Install new segregated cycle tracks, linking the city centre core to existing and planned cycleways outside the city centre
- Deliver junction improvements around the city centre perimeter to improve facilities for pedestrians, cyclists, and bus users
- Create new and relocated spaces for disabled parking and taxis

4.27 The works to Croft Street gyratory were originally included in the TCF South Bradford Park and Ride and Expressway scheme. The improvements to this junction will now be delivered as part of this scheme, to create additional capacity before restrictions on traffic movements in the city centre are implemented. The total scheme cost at outline business case is £43,266,000. The Combined Authority's contribution is £43,166,000 from TCF, with a further £100,000 from Bradford Council's capital funds. The increase in costs is due to a combination of inflation impact, as felt across the construction sector, increased scope (inclusion of Croft Street gyratory works), and changes to the scheme design as part of design development. The cost increase of £13,266,000 has been met following the reallocation of TCF budgets as part of the council's inflation review exercise, together with a contribution of £100,000 from Bradford Council.

4.28 A summary of the scheme's business case and location map is included in **Appendix 2**.

Tackling the Climate Emergency Implications

4.29 The scheme will support the Mayoral pledge to tackle the climate emergency and protect our environment by:

- Reprioritising the city centre highway space so it is people focused and encourages more sustainable travel through cycling, walking, and public transport
 - Installing new Sustainable Urban Drainage Systems (SUDS)
 - Creating extensive new green space, including a city centre park
 - Incorporating features to support biodiversity net gain, including 178 new trees
- 4.30 Appraisal of the scheme’s carbon impact does estimate an increase in carbon emissions of 21,015 tonnes over a 60-year appraisal period. This includes capital carbon (construction, materials) and end user carbon (operational impact following scheme delivery). However, this assessment does not account for the increase in electric vehicles expected as a result of legislative changes, or policies aligned with net zero targets, therefore the overall scheme emissions are likely to be an overestimate.
- 4.31 When appraised against the Combined Authority’s Carbon Emissions Reduction Pathway (CERP), i.e., with updated inputs required to achieve the Combined Authority’s climate targets, the scheme reflects a carbon benefit of 10,679 over a 60-year appraisal period, which is a decrease in emissions.
- 4.32 The scheme will submit a revised carbon impact assessment at full business case using the Combined Authority’s recently published Carbon Impact Assessment tool (Stage 2 Quantitative Assessment). Alongside this, as part of developing detailed designs, the scheme will consider further improvements and mitigations to reduce the whole life carbon impact by developing a Carbon Mitigation Plan.

Outputs and Benefits

- 4.33 The scheme outputs and benefits include:
- 1.6 kilometres of streets closed to through traffic.
 - 13,500 square metres of new green space.
 - 31,500 square metres of improved public space.
 - A new city centre park.
 - A new gateway for Bradford Interchange.
 - Eight bus hubs.
 - Removal of subway and replacement with surface level super crossing, which can accommodate more people crossing at one time.
 - New cycle parking spaces (number and location to be decided in detailed design).
 - Nine new pedestrian crossings.
 - Eight junctions improved for all users.
 - New signs to help people navigate their way around the city centre (number and location to be decided in detailed design).

- New public art (details to be decided in detailed design).
- 30% increase in city centre cycling trips.
- 20% increase in city centre pedestrian footfall.
- 20% increase in pedestrians spending two or more hours in the city centre.
- 10% increase in bus users on primary routes to the city centre.
- 20% reduction in car traffic in the city centre.
- Zero pedestrian or cycling fatalities.
- Reduced nitrogen dioxide (NO₂) concentrations (improving city centre air quality).
- Planting 178 new trees, to improve biodiversity and provide more natural shade in the city centre.
- A minimum of one public event held per year using the flexible space.

Inclusive Growth Implications

4.34 The scheme's inclusive growth implications include:

- Improved connectivity by healthy, low-cost forms of transport (cycling and walking) within the city centre area, and to the surrounding areas, supporting households on low income.
- Significant reduction in the severance effect of a motor vehicle dominated city centre, improving access to jobs, training, and education.
- Significant improvements in the attractiveness of the city centre as a place to live, visit, and do business.

Equality and Diversity Implications

4.35 An Equality Impact Assessment (EqIA) has been carried out to support design development at outline business case. It reflects how the scheme will improve the walking environment by reducing barriers for people with reduced mobility and improve the perception of safety in the city centre. Engagement with usability groups and key stakeholders however will continue at full business case, notably to mitigate the impact of bus stop relocations that may cause increased walking distances to key attractors such as One City Park and Broadway Shopping Centre.

Risks

4.36 The scheme risks and mitigations include:

- Failure to gain stakeholder approval, especially bus operators, one of whom has put on record their intention to formally object to the current scheme proposals. Should this occur, the scheme could be significantly delayed and cause additional costs. Mitigated by ongoing stakeholder meetings and consultation, commitment from the scheme promoter to provide visualisations of the traffic modelling to build confidence in the

combined impact of interventions, and further feedback on the detailed designs to be considered. To be further mitigated by seeking views of bus users, and promotion of the changes to the bus network.

- Risks arising from the scheme's connection with the District Heating Scheme, resulting in additional costs. Mitigated by agreeing working zones and dates with scheme promoter, 1Energy, to ensure the district heating works are completed before TCF works commence.
- Increased costs and / or delay because of statutory undertakers' (SU) equipment. Statutory undertakers are the organisations that are legally allowed to carry out work in or under the highway. This will be mitigated by following rigorous process, supported by regular SU meetings. Potential 'high risk' areas have also been identified and will be subject to a Ground Penetrating Radar (GPR) survey to confirm utilities and services data, to minimise the need for diversions, by amending the design where possible.
- Risks arising from connections with other TCF schemes, notably the Bradford Interchange scheme, causing delay and additional costs. Mitigated by close working with the Bradford Interchange scheme programme and understanding the proposed timing of the respective works.

Costs

4.37 The total scheme cost forecast is £43,266,000.

- The Combined Authority's contribution is £43,166,000 from TCF, with a further £100,000 from Bradford Council's capital funds
- At strategic outline case (decision point 2), the total scheme costs were £30,000,000 and the contribution from TCF was £30,000,000. The cost increase of £13,266,000 has been met following the reallocation of TCF budgets as part of the council's inflation review exercise, with Transport Committee giving approval for the reallocation of the funding to this scheme on 18 November 2022, together with a contribution of £100,000 from Bradford Council.
- The scheme secured approval to total development costs of £2,152,500. Approval is now sought for a further £3,741,000 of development costs to progress the scheme to full business case (decision point 4), taking the total approval to £5,893,500.
- The Combined Authority will need to enter into an addendum to the existing funding agreement with Bradford Council for expenditure of up to £5,893,500 from TCF, subject to approval of the additional development costs.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
3 (outline business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	08/12/2022
4 (full business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Executive	27/04/2023
Approval to Proceed	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	12/07/2023
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	23/01/2025

Other Key Timescales

- Start on site – June 2023
- Completion on site - January 2025

Assurance Tolerances

Assurance tolerances
<p>Combined Authority costs remain within those outlined in this report</p> <p>Delivery (DP5) timescales remain within 3 months of those outlined in this report</p> <p>Outputs remain within -10% of those outlined in this report.</p>

Appraisal Summary

- 4.38 The scheme indicates support to tackling the climate emergency, delivering the TCF programme's sustainable travel priorities, the West Yorkshire Mayoral pledges, and the Strategic Economic Framework (SEF), as it will principally reprioritise highway space in Bradford City Centre to walking and cycling. This will make the city centre more accessible by bike and on foot, and alongside this, improve public space and green space making the city centre more attractive, safer, and less polluted. Additionally, given the scheme's connection with the Bradford Interchange scheme, it will help create a gateway to the city centre for visitors, and will support Bradford's Year of Culture 2025.
- 4.39 Engagement with key stakeholders, notably bus operators and bus users, is ongoing to determine acceptability of the final design, whilst the scheme's

value for money and carbon impact assessments will be refined at full business case stage following further appraisal.

- 4.40 The total scheme cost at outline business case has increased from the initial estimate. This is due to a combination of inflation impact as felt across the construction sector, increased scope (inclusion of Croft Street gyratory works), and changes to the scheme design as part of design development. The scheme, however, is considered affordable following the reallocation of TCF budgets as part of the council's inflation review exercise.

Recommendations

- 4.41 The Combined Authority approves that:
- (i) The TCF Bradford City Centre Cycling and Walking Improvements scheme proceeds through decision point 3 (outline business case) and work commences on activity 4 (full business case).
 - (ii) An indicative approval to the Combined Authority's contribution of £43,166,000. The total scheme value is £43,266,000.
 - (iii) Approval to an additional £3,741,000 of development costs is given, taking the total approval to £5,893,500.
 - (iv) The Combined Authority enters into an addendum to the existing funding agreement with Bradford Council for expenditure of up to £5,893,500.
 - (v) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report subject to the scheme remaining within the tolerances set out in this report.

Projects in Stage 3: Delivery and Evaluation

- 4.42 There are no schemes to review at this stage.

5. Tackling the Climate Emergency implications

- 5.1 The Climate Emergency implications have been considered on all projects included in this report as part of their business case development.

6. Inclusive Growth implications

- 6.1 The inclusive growth implications have been considered on all projects included in this report as part of their business case development.

7. Equality and Diversity implications

- 7.1 Equality Impact Assessment (EqIA) has been undertaken on the project, and an action plan developed, to ensure further engagement during full business case development is inclusive and the views of all are considered in the on-going development of the scheme.

8. Financial implications

- 8.1 The report seeks endorsement to expenditure from the available Combined Authority funding as set out in this report.

9. Legal implications

- 9.1 The payment of funding to any recipient will be subject to a funding agreement being in place between the Combined Authority and the organisation in question.

10. Staffing implications

- 10.1 A combination of Combined Authority and local partner council project, programme and portfolio management resources are or are in the process of being identified and costed for within the schemes in this report.

11. External consultees

- 11.1 Where applicable scheme promoters have been consulted on the content of this report.

12. Recommendations (Summary)

Combined Services and Assets Database (CoSA) Replacement

- 12.1 The Combined Authority approves that:

- (i) The Combined Services and Assets Database (CoSA) Replacement scheme proceeds through decision point 1 (strategic assessment) and work commences on activity 2 to 4 (business justification case).
- (ii) An indicative approval to the Combined Authority's contribution of £615,000. The total scheme value is £615,000.
- (iii) Development costs of £50,000 are approved for development of the business justification case.
- (iv) Future approvals are made in accordance with the assurance pathway and approval route outline in this report and any change requests are delegated to the Transport Committee, which will be subject to the scheme remaining within the tolerances outlined in this report.

TCF - Bradford City Centre Cycling and Walking Improvements

- 12.2 The Combined Authority approves that:

- (i) The TCF Bradford City Centre Cycling and Walking Improvements scheme proceeds through decision point 3 (outline business case) and work commences on activity 4 (full business case).
- (ii) An indicative approval to the Combined Authority's contribution of £43,166,000. The total scheme value is £43,266,000.

- (iii) Approval to an additional £3,741,000 of development costs is given, taking the total approval to £5,893,500.
- (iv) The Combined Authority enters into an addendum to the existing funding agreement with Bradford Council for expenditure of up to £5,893,500.
- (v) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report subject to the scheme remaining within the tolerances set out in this report.

13. Background Documents

13.1 None as part of this report.

14. Appendices

Appendix 1 - Background to the Combined Authority's Assurance Framework

Appendix 2 - TCF - Bradford City Centre Cycling and Walking Improvements Business Case Summary

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Project Approvals

Appendix 1 - Assurance Framework

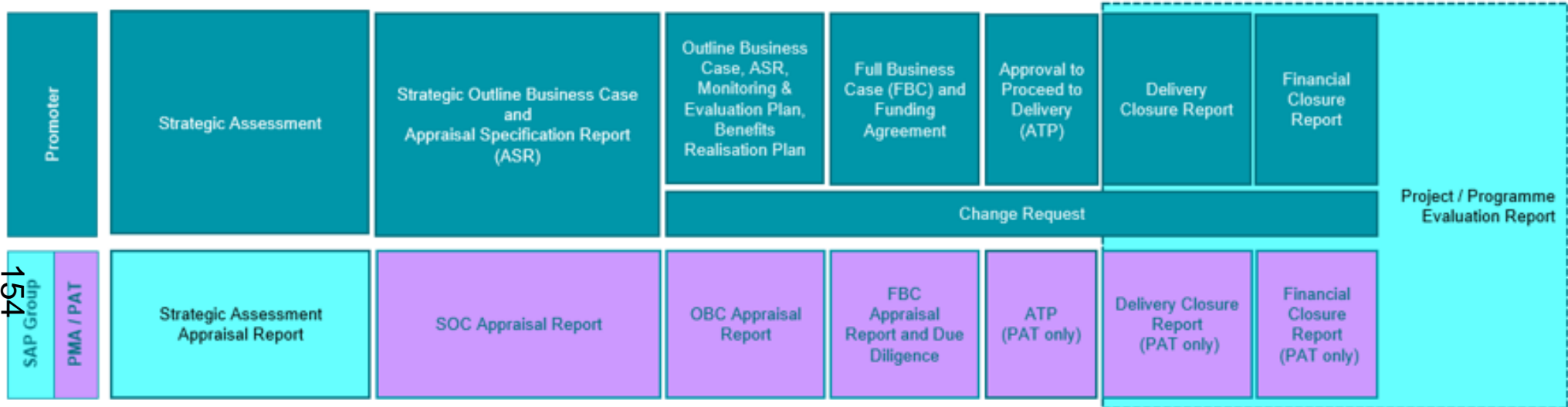
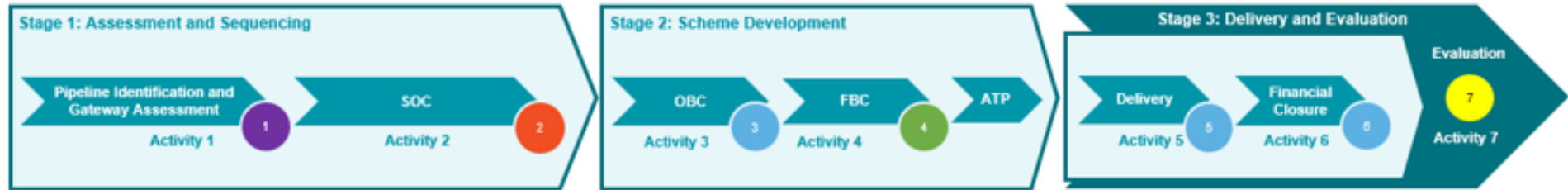
1 Assurance Framework

- 1.1 The Combined Authority's Assurance Framework was developed in 2015 as part of the Growth Deal with Government. Its purpose is to ensure that the necessary systems and processes are in place to manage funding effectively, and to ensure the successful delivery of the Strategic Economic Framework (SEF) ambitions and the West Yorkshire Investment Strategy (WYIS).
- 1.2 The Framework's focus is to ensure that necessary practices and standards are implemented to provide the Government, Combined Authority, the Leeds Enterprise Partnership (LEP) and local partners with assurance that decisions over funding (and the means by which these decisions are implemented) are proper, transparent and deliver value for money. It covers all projects and programmes funded from Government or local sources that flow through the LEP and Combined Authority and must be reviewed annually, as stipulated by Government.

Assurance Process

- 1.3 The process is flexible, in that each project or programme will be set a bespoke approval pathway and approval route to be followed. This may be to delegate decisions to a Committee, Managing Director (MD) etc. or it may be that certain decision point (activity) approvals are not required, or that bid documents to other government departments can be utilised. Furthermore, development costs can be funded at decision point 1 and beyond.
- 1.4 Approval is required at Combined Authority (CA) for all programmes and projects at least once in their lifetime and this is usually at decision point 2 (Strategic Outline Case). The Assurance Pathway and Approval Route is also set at this point.
- 1.5 At FBC (Decision Point 4), the Programme Appraisal Team (PAT) sets conditions that must be met before full approval of funding is given and the project has Approval to Proceed to Delivery (Activity 5).
- 1.6 In line with the revised Green Book, in assessing value for money, a stronger emphasis can now be placed on the strategic case and how the strategic objectives and priorities of the Combined Authority will be met through the delivery of the project. This might for example include, but not limited to, supporting the climate change and good growth agenda (the Combined Authority aims to achieve net-zero by 2038), supporting an increase in active mode and public transport use and / or supporting / accelerating housing development. The specific approach will be determined on a programme by programme basis as funding and investment streams come forward.
- 1.7 The Assurance Process is set out below:

Assurance Process



KEY: ● Key Decision Point (CA Approval Required) ● Key Decision Point (Committee Approval may be required) ● Decision Point (Committee Approval may be required) ● Decision Point ● Reporting Point

Stage 1: Assessment and Sequencing

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

Stage 2: Scheme Development

- 1.10 If approved the scheme will progress to OBC unless the approval pathway set at decision point 2 does not require this. The OBC should revisit the options identified within the SOC to identify the option which optimises public value, confirm the affordability of the scheme, and put in place the arrangements to ensure successful delivery. The OBC should be prepared in accordance with the Green Book five-case model and should include a draft Monitoring and Evaluation Plan and a Benefit Realisation Plan. The economic case must be developed in consistency with the agreed ASR. Guidance will be provided to scheme promoters around the level of detail to be submitted at this stage with regards to proportionality of the business case. The scheme will be presented for approval by the decision-maker (decision point 3) as set out in the approval pathway and route approved at decision point 2.
- 1.11 If approved the scheme will progress to full business case (FBC) which will confirm the contractual arrangements for the preferred option. Affordability of the scheme is reiterated, and the scheme puts in place the final arrangements for delivery and monitoring and evaluation of the scheme. A Monitoring and Evaluation Plan and a Benefit Realisation Plan are mandatory products at this stage. The FBC should also be prepared in accordance with the five-case model and any conditions set at OBC should be resolved. The economic case must be developed in consistency with the agreed ASR. The scheme will be presented for approval by the decision-maker (decision point 4) as set out in the approval pathway and route approved at decision point 2.
- 1.12 The FBC approval will be granted with a condition that the scheme remains within set conditions. Where this condition has been met Approval to Proceed into Delivery (Activity 5) will be granted by the Managing Director (or by an

officer under sub-delegated authority from the Managing Director). If the condition(s) is not met, the project will be required to re-submit the FBC.

- 1.13 A Single Stage Business Case, called Business Justification, has now been introduced for transport and non-transport projects that are either below £2,000,000, low complexity, low risk and / or not novel or contentious. Although this is a single stage approval, replacing decision point 2 (SOC), decision point 3 (OBC) and decision point 4 (FBC), the remainder of the assurance process must still be followed.

Stage 3: Delivery and Evaluation

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

2 Future assurance and approval route

- 2.1 The tables for each scheme in the main report outline the proposed assurance process and corresponding approval route for the scheme. The assurance pathway sets out the decision points which the scheme must progress through and will reflect the scale and complexity of the scheme. The approval route

indicates which committees or officers will make both a recommendation and approval of the scheme at each decision point. A delegated decision can only be made by the Managing Director if this has received prior approval from the Combined Authority.

3 Tolerances

- 3.1 In order for the scheme to follow the assurance pathway and approval route that is proposed in this report, it should remain within the tolerances outlined for each scheme. If these tolerances are exceeded the scheme needs to return to a Committee and/or the Combined Authority for further consideration.

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Project Overview

Project Title	TCF Bradford City Centre Cycling and Walking
Date of OBC Submission	1 September 2022
Scheme Location/ Address	Bradford City Centre
Applicant Organisation	City of Bradford Metropolitan District Council (CBMDC)
Type of Organisation	Local Authority
Other Delivery Partners and Roles	SWECO – consultancy support

Main Funding Programme	Transforming Cities Fund (TCF)
Sub Funding Programme (if applicable)	Not applicable
Project cost stated at previous Decision Point 2	£27,100,000 to £33,200,000
Development cost allocated at previous Decision Point 2	£2,152,500
Current Forecast Project cost	£43,266,000
Funding Applied for from the Combined Authority now	£3,741,000
Other public sector funding amounts and sources	£100,000 CBMDC capital funds
Private sector funding amounts and sources	Not applicable

Scheme Description

The scheme will remove through traffic from a large area in Bradford City Centre, making it easier to travel around the city centre on foot, bike and public transport and creating a centre which is a comfortable, safe, and enjoyable place to be.

The scheme will deliver a range of improvements, these include new public spaces including a new urban park, new paving, planting, seating, and artwork, making the city centre more attractive. The scheme will create new bus hubs at key locations on bus routes, new protected cycle tracks and install new and upgraded pedestrian and cycle crossings.

The scheme will also reconfigure and improve key junctions around the edge of the core area to provide space for displaced traffic and improve facilities for bus users, pedestrians, and cyclists.

The scheme is to be delivered through the Combined Authority's Transforming Cities Fund (TCF).

The scheme will improve pedestrian and cycle accessibility and connectivity to the city centre. The scheme will also make the city centre more attractive, safer, and less polluted.

The scheme also includes new urban green space and sustainable urban drainage systems (SUDS) and will increase biodiversity through planting new trees.

The scheme is expected to encourage more people to walk or travel by bike around the city centre and spend more time in the city centre, increasing footfall and supporting clean growth.

Business Case Summary

Strategic Case

Bradford City Centre is currently dominated by motor vehicles meaning that some areas can feel isolated and difficult to access due to the busy major roads which divide the area, particularly for people walking between the bus and rail interchanges. The emissions, noise and potential dangers posed by high volumes of traffic results in a poor environment for those visiting the city centre. There is also a lack of good quality infrastructure for walking and cycling.

This scheme will remove through traffic from a large area of Bradford City Centre, create new public space and make the city centre more attractive. This will make it easier to travel around by bike, public transport and on foot and will make the city centre a comfortable, safe, and enjoyable place to be.

The scheme will support the Strategic Economic Framework (SEF) priority areas of Boosting Productivity, Enabling Inclusive Growth, Tackling the Climate Emergency and Delivering 21st Century Transport.

Economic Case

The value for money (VfM) assessment reflects a Benefit Cost Ratio of 2.5:1 indicating a High VfM classification when judged against the Department for Transport's VfM criteria with most of the benefits coming from walking, cycling and health benefits.

Further appraisal and assessment will be undertaken at full business case to refine the VfM position.

Commercial Case

A design and build procurement route has been selected. The scheme will use the Scape National Civil Engineering Framework, which has been set up and is controlled by a consortium of Local Authorities. Balfour Beatty are the lead framework partner and have been engaged to deliver the project since the initial design stage.

Financial Case

The total scheme cost is £43,266,000. The Combined Authority's contribution to this total is £43,166,000 from the Transforming Cities Fund. The remaining £100,000 is from Bradford Council's from capital fund.

Approval is now sought for a further £3,741,000 of development costs to progress the scheme to full business case (decision point 4), taking the total scheme approval to £5,893,500.

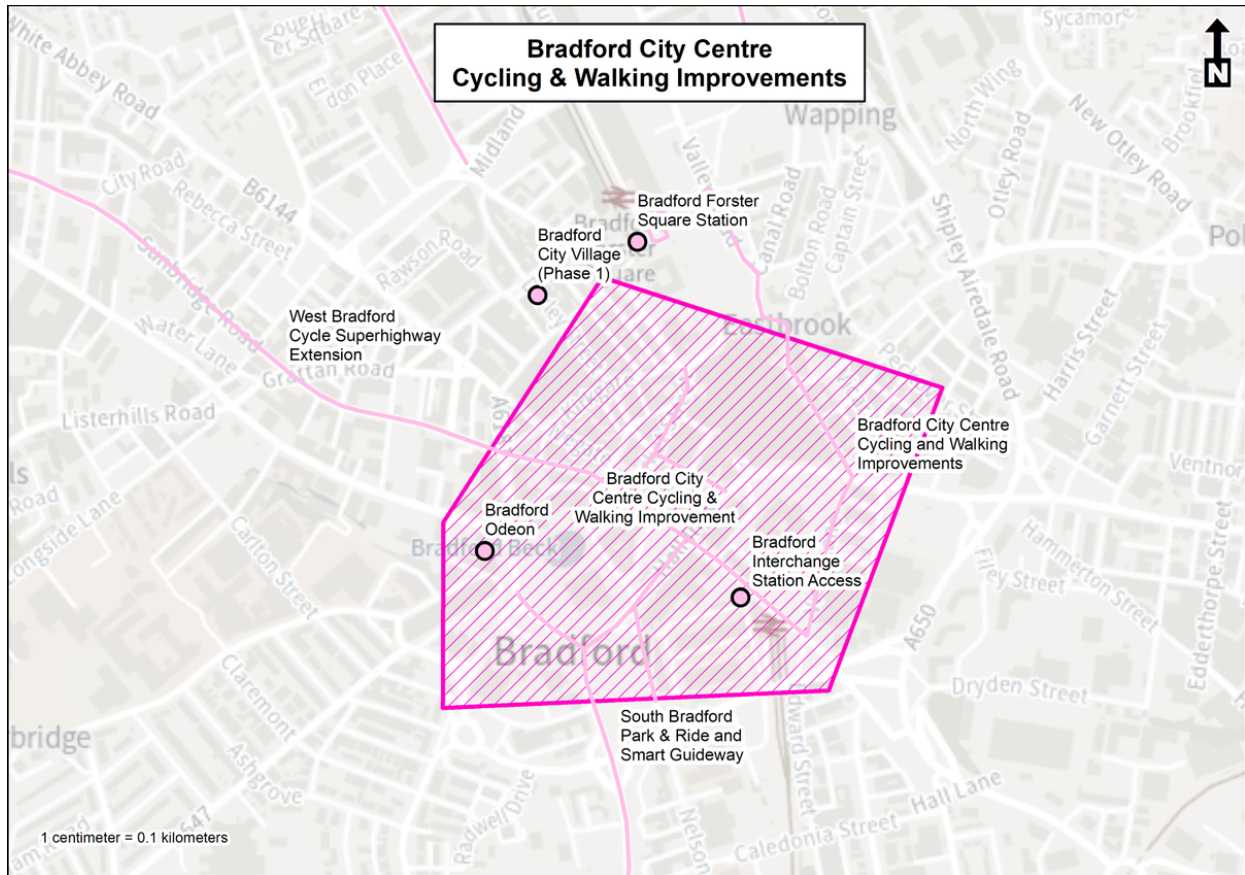
Management Case

Bradford Council has experience in delivering large and complex infrastructure schemes and has an established governance structure to manage schemes of this nature.

A project risk register has been developed and will be monitored as the scheme progresses.

Location Map

The following map shows the location of the Bradford City Centre Cycling & Walking Improvements:



Please note, depending on the level of scheme development, the location and scope of the schemes indicated here are indicative only.

For further information on Combined Authority schemes across the Leeds City Region, please refer to: <https://www.westyorks-ca.gov.uk/growing-theeconomy/leeds-city-region-infrastructure-map>

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Report to: West Yorkshire Combined Authority

Date: 8 December 2022

Subject: **Committee Appointment**

Director: Angela Taylor, Director, Corporate and Commercial Services

Author(s): Caroline Allen, Head of Legal & Governance

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

1. Purpose of this report

1.1 To appoint a private sector Deputy Chair to the Culture, Heritage and Sport Committee of the Combined Authority.

2. Information

Appointment to Committees

2.1 The private sector Deputy Chair of the Culture, Heritage and Sport Committee stepped down from the Committee on 1 December 2022 due to her taking up a new role in January 2023 with a public sector organisation. As a consequence the role of Deputy Chair is now vacant.

2.2 Pursuant to the current governance arrangements, the Deputy Chairs of the Committees are nominated from the existing private sector membership of the LEP Board. However as the outcome from Government on the LEP Integration Plan is awaited, the private sector Member numbers on the LEP Board are depleted and as a consequence it was recognised it may not be possible at this time to nominate a Deputy Chair to the Culture, Heritage and Sport Committee from these Members.

2.3 Therefore the Interim LEP Chair along with the Mayor, as Chair of the Culture, Heritage and Sport Committee, broadened the search to include

private sector members from the Culture, Heritage and Sport Committees for this role, with the intention that should an appointment be proposed, this individual would also become a co-opted Member of the Board, serving a term of office until Summer 2023 when LEP governance arrangements become clearer.

- 2.4 That process has not concluded at the time of publication of this Agenda, however, at its meeting on 1 December, the LEP Board intends to make a recommendation to the Combined Authority which will be verbally presented to Members at the meeting on 8 December.

3. Tackling the Climate Emergency Implications

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

4. Inclusive Growth Implications

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

5. Equality and Diversity Implications

- 5.1 Expressions of interest were sought from all private sector members of the Committee as part of an open and transparent process

6. Financial Implications

- 6.1 None.

7. Legal Implications

- 7.1 None.

8. Staffing Implications

- 8.1 None.

9. External Consultees

- 9.1 No external consultations have been undertaken.

10. Recommendations

- 10.1 That the Combined Authority:

Considers the verbal recommendation from the LEP Board and appoints to the Deputy Chair role of the Culture, Heritage & Sport Committee.

11. Background Documents

None.

12. Appendices

None.

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Report to: West Yorkshire Combined Authority

Date: 8 December 2022

Subject: **Director Roles and Appointments**

Director: Ben Still, Chief Executive

Author: Business Improvement Manager-

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

1. Purpose of this Report

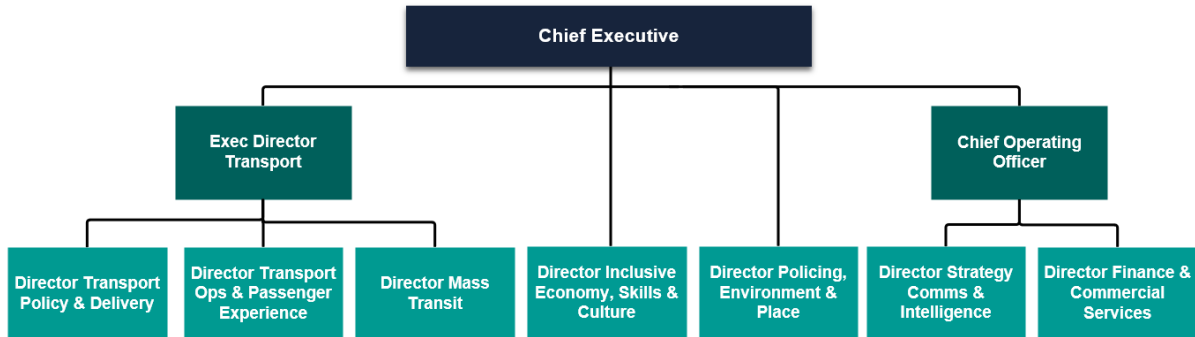
- 1.1 To update the Combined Authority on Director changes, following endorsement to update the organisation’s senior structure and operating model in June 2022.
- 1.2 To ratify appointment of existing Directors into new roles in the revised senior structure following an internal Management of Change process, and to approve the creation of two Executive Director level roles – Chief Operating Officer and Executive Director Transport.
- 1.3 To approve the appointment of an interim Director of Inclusive Economy, Skills and Culture.
- 1.4 To approve the appointment of an interim Chief Operating Officer from 1 January 2023.
- 1.5 To note the changes to lead Directors for the Combined Authority’s committees.

2. Information

- 2.1 At its meeting on 23 June 2022, the Combined Authority endorsed changes to the organisation’s operating model and directorate structure. At the meeting on 22 July, the Combined Authority noted the content of revised Director role

profiles and endorsed the intention to fill these posts. This structure is set out in Figure 1 below for final approval by the Combined Authority.

Figure 1: Senior Structure



- 2.2 Following endorsement of the high-level structure, all Director roles in the new structure were subject to an independent pay and grading process. This resulted in the seven Director level positions remaining at the current grade R and the two Executive Director level positions (Chief Operating Officer / Executive Director Transport) being graded at S to reflect the increased remit and accountabilities of these roles.
- 2.3 Initial progress has now been made to move existing Directors into revised roles in the senior structure. This has involved an internal Management of Change process. The appointments for ratification by the Combined Authority are set out in Table 1 below.

Table 1: Director Appointments

Ref	Director Role	Appointment
1	Director Strategy, Communications & Intelligence	Alan Reiss
2	Director, Finance & Commercial Services	Angela Taylor
3	Director, Transport Operations & Passenger Experience	Dave Pearson
4	Director, Transport Policy & Delivery	Melanie Corcoran
5	Director, Policing Environment & Place	Liz Hunter
6	Director, Inclusive Economy, Skills & Culture	Phil Witcherley appointed on an interim basis (see below)
7	Director, Mass Transit	Kevin Murray (contractor) appointed on an interim basis

Director, Inclusive Economy, Skills & Culture

- 2.4 The Director of Economic Services left his post in early November 2022, leaving the post vacant. In order to provide continuity and leadership for teams

and senior capacity in this area, it is proposed to appoint an interim Director until a permanent recruitment process has taken place.

- 2.5 As such, an internal competitive process was held for existing Heads of Service within the Combined Authority, and Phil Witcherley (substantively the Head of Service for Business, Innovation, Skills and Culture Policy) has been provisionally appointed on an interim basis, until such time as a permanent Director is in post. Approval is sought from the Combined Authority on this interim appointment.

Chief Operating Officer

- 2.6 Previous papers set out the rationale for the creation of a Chief Operating Officer role, to provide strategic leadership to the corporate centre and integrate and strengthen the corporate functions. This paper seeks approval to formally create and commence permanent recruitment for this post.
- 2.7 There is a significant change programme underway within the Combined Authority to implement the outcome focussed operating model, including the structures, processes, ways of working and cultures and behaviours which are required to make this a success. A priority part of this work is redesigning the 'corporate centre' of the organisation to make it fit for purpose to support the delivery of better outcomes for communities across West Yorkshire.
- 2.8 In order to drive forward the change programme, in particular the design of the corporate centre, it is proposed to appoint a Chief Operating Officer on an interim basis, while a substantive recruitment gets underway.
- 2.9 Following an internal process for existing Directors, Melanie Corcoran (new substantive role Director, Transport Policy & Delivery) has been provisionally appointed to the role of Chief Operating Officer on an interim basis. Subject to approval from the Combined Authority, the proposal is to commence this appointment from 1 January 2023 until such time as a permanent appointment is made. Backfill arrangements would be put in place internally for the Director Transport Policy and Delivery, and this will be brought forward to the February Combined Authority meeting for ratification.

Executive Director Transport

- 2.10 Previous papers set out the rationale for creating an Executive Director Transport role which will create a single appoint of senior accountability for delivering transport outcomes across West Yorkshire.
- 2.11 This paper seeks approval to create this role and proceed with recruitment.

Committees – Lead Officers

- 2.12 In line with the above changes, the lead Directors responsible for each committee needs to be revised. A proposal is set out in Table 2 below.

Table 2: Lead Directors for Combined Authority Committees

Committee	Lead Director	Deputy
Combined Authority	Chief Executive	Strategy, Communications & Intelligence
LEP Board	Chief Executive	Strategy, Communications & Intelligence
Finance Resources & Corporate Committee	Chief Operating Officer	Finance & Commercial Services
Governance & Audit	Chief Operating Officer	Finance & Commercial Services
Business Economy & Innovation	Inclusive Economy, Skills & Culture	Strategy, Communications & Intelligence
Climate, Energy & Environment	Policing, Environment & Place	Strategy, Communications & Intelligence
Culture, Heritage & Sport	Inclusive Economy, Skills & Culture	Strategy, Communications & Intelligence
Employment & Skills	Inclusive Economy, Skills & Culture	Strategy, Communications & Intelligence
Place, Regeneration & Housing	Policing, Environment & Place	Strategy, Communications & Intelligence
Transport	Transport Policy & Delivery	Transport Operations & Passenger Experience
Corporate Scrutiny	Chief Operating Officer	Finance & Commercial Services
Economy Scrutiny	Inclusive Economy, Skills & Culture	Strategy, Communications & Intelligence
Transport/Infrastructure Scrutiny	Transport Policy & Delivery	Transport Operations & Passenger Experience
Police & Crime Panel¹	Policing, Environment & Place	Strategy, Communications & Intelligence
Joint Independent Audit Committee (Police)²	Finance & Commercial Services	Policing, Environment & Place

3. Tackling the Climate Emergency Implications

3.1 Amendment of the senior level structure will bring greater senior capacity for the Combined Authority's work on tackling the climate emergency and a single senior point of accountability for achieving outcomes in this area. Tackling the Climate Emergency will be embedded into the outcomes we seek to deliver as an organisation.

4. Inclusive Growth Implications

¹ The West Yorkshire Police and Crime Panel is a statutory Joint Committee, not a Combined Authority committee, but is shown here for completeness.

² Joint Independent Audit Committee is a joint committee with West Yorkshire Police which advises the Mayor and Deputy Mayor for Policing and Crime on matters in relation to audit and risk.

- 4.1 Amendment of the senior level structure will bring greater senior capacity for the Combined Authority's work on inclusive growth and a single senior point of accountability for achieving outcomes in this area. Achieving inclusive growth will be embedded into the outcomes we seek to deliver as an organisation.

5. Equality and Diversity Implications

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

6. Financial Implications

- 6.1 The costs of the revised structure are included in the proposed budget for 2023/24, following the previous approvals to the structure considered in the summer. The changes that take effect during 2022/23 can be managed within the overall staffing budget and vacancy savings.

7. Legal Implications

- 7.1 A separate item on this agenda sets out proposed changes to the officer scheme of delegation to reflect the changes to roles and responsibilities set out in this item.

8. Staffing Implications

- 8.1 Changes to the organisation's senior structure have necessarily meant changes to existing Director's roles and responsibilities. New role profiles have been developed and independently evaluated. The process to move existing Directors into the revised roles in the structure has been conducted in line with the Combined Authority's Management of Change Policy.

9. External Consultees

- 9.1 No external consultations have been undertaken.

10. Recommendations

- 10.1 The Combined Authority is asked to:
 - 10.1.1 Approve the amendment of the organisation's establishment to create the revised senior structure as set out in Figure 1.
 - 10.1.2 Ratify the appointment of existing Directors into revised roles, shown in Table 1.
 - 10.1.3 Approve progression to recruitment of all vacant Director posts in the structure.

10.1.4 Approve the appointment of Phil Witcherley into the post of Interim Director of Inclusive Economy, Skills and Culture, until such time as a substantive appointment is made.

10.1.5 Approve the appointment of Melanie Corcoran into the post of Chief Operating Officer from 1 January 2023 on an interim basis, until such time as a substantive appointment is made.

10.1.6 Note the update to the list of responsible Directors for Combined Authority committees set out in Table 2.

11. Background Documents

23 June 2022 Combined Authority Report – Item 21 – [Organisational Evolution](#)

22 July 2022 Combined Authority Report – Item 9 – [Corporate Matters](#)

12. Appendices

None



Report to: West Yorkshire Combined Authority

Date: 8 December 2022

Subject: **Officer Arrangements**

Director: Ben Still, Chief Executive

Author: Caroline Allen, Head of Legal & Governance Services

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

1. Purpose of this Report

- 1.1 To approve revisions to the Officer Delegation Scheme for Non-Mayoral Functions as set out at Appendix 1.
- 1.2 To authorise the Chief Executive to discharge functions that the Combined Authority or a committee may have delegated outside of this Scheme to a Combined Authority officer in relation to a specific matter.
- 1.3 To note that the Head of Legal & Governance Services will make consequential amendments to the Constitution and other key documents such as the Assurance Framework to reflect the structural changes.

2. Information

The Officer Delegation Scheme

- 2.1 At its meeting on 23 June 2022, the Combined Authority approved key changes to the directorate configuration including a revised Director role structure. An earlier report on this Agenda seeks approvals in relation to those appointments.

- 2.2 As a consequence of the changes to Director roles and titles and the introduction of the role of the Chief Operating Officer, revisions are required to the Officer Delegation Scheme to reflect the new operating model.
- 2.3 A proposed revised Officer Delegation Scheme is attached at Appendix 1 for Members consideration. It is shown in tracked changes to enable Members to easily see what revisions are proposed. If Members approve this, it is proposed that this is brought into immediate effect with the following exceptions (all of which are referenced in the Scheme for present purposes) which are proposed to come into effect from 1 January 2023 when the interim Chief Operating Officer takes up appointment:
- General delegations would remain with the Director of Corporate and Commercial Services and Director of Strategy, Communications and Policing until 1 January 2023 when they would transfer to the new Director roles of Director, Finance and Commercial and Director Strategy, Communications & Intelligence
 - The specific delegations to the role of Director of Corporate and Commercial Services remain in place until 1 January 2023 when they are replaced with revised specific delegations to both the Director, Finance & Commercial and Chief Operating Officer as set out in the tracked change Appendix 1

Previous Specific Delegations to Officers

- 2.4 From time to time the Combined Authority and its committees authorise officers of the Combined Authority to discharge functions outside of the Officer Delegation Scheme in relation to specific matters, e.g. in relation to the progression of a programme or project. As a consequence of the changes to both the directorate configuration and the changing roles and titles of Directors there may be instances where such specific delegations are to roles that no longer exist. In order to avoid a scenario where such a delegation cannot now be exercised, approval is sought for such delegations to transfer to the Chief Executive to enable him to sub-delegate these to the appropriate officer on a case by case basis.

Consequential Amendments

- 2.5 As a consequence of the structural changes and new Director roles, the Head of Legal and Governance Services will review the Constitution and other key documents such as the Assurance Framework to ensure these changes are properly reflected.

3. Tackling the Climate Emergency Implications

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

4. Inclusive Growth Implications

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

5. Equality and Diversity Implications

- 5.1 It is proposed to remove the specific delegation previously granted to the Director of Strategy, Communications and Policing to carry out any function in relation to equality and diversity strategy development and monitoring from the Scheme given the progression of the EDI Action Plan and the broader responsibility for functions that sit across the organisation.

6. Financial Implications

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

7. Legal Implications

- 7.1 The Combined Authority publishes its Officer Delegation Scheme in accordance with legal requirements, in Part 3 of the Constitution. There are no legal implications directly arising from this report.

8. Staffing Implications

- 8.1 The Officer Delegation Scheme provides that any officer may sub-delegate their functions to another officer of suitable experience and seniority.

9. External Consultees

- 9.1 No external consultations have been undertaken.

10. Recommendations

- 10.1 That the Combined Authority approves the Officer Delegation Scheme in relation to Non-Mayoral Functions attached as Appendix 1 to this report to be brought into immediate effect, noting that some elements will come into effect from 1 January 2023 as referenced within the Scheme itself.
- 10.2 That the Combined Authority authorises the Chief Executive to discharge any functions that the Combined Authority or one of its committees may have delegated outside of the Officer Delegation Scheme to a Combined Authority officer in relation to a specific matter.
- 10.3 That the Combined Authority notes that the Head of Legal & Governance Services will make any consequential revisions to the Constitution and other key documents.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

Appendix 1 – Officer Delegation Scheme (Non-Mayoral Functions)

Part 3

Section 4 - West Yorkshire Combined Authority Officer Delegation Scheme: Non-Mayoral and Mayoral General Functions

1. Introduction

General Roles and Responsibilities of Officers

- 1.1 The Combined Authority and the Mayor approve strategies and policies which determine the framework in which operational decisions are made – see further the Budget and Policy Procedure Rules in Part 4 of the Constitution.
- 1.2 Officers implement decisions made by the Combined Authority (or any decision-making committee of the Combined Authority) and the Mayor. Officers also take measures to carry out these policies and decide day-to-day operational matters, within the framework of these decisions.
- 1.3 Officers must comply with Article 13 (Decision-making) in Part 2 of the Constitution when exercising authority delegated to them.
- 1.4 Decision-making by officers' is subject to other control measures. These include:-
 - Standing Orders including the Contracts Standing Orders and Financial Regulations in Part 4 of the Constitution,
 - Officers' Codes of Conduct, gifts and hospitality policy and the Conflicts of Interest Policy and Protocols in Part 5 of the Constitution,
 - organisational values,
 - an anti-fraud, bribery and corruption policy, and
 - internal audit and risk management arrangements.
- 1.5 When exercising their delegated authority, an officer must:
 - ensure that the decision conforms with and furthers strategies and policies approved or endorsed by the Combined Authority and the Mayor, and
 - follow approved practices and procedures of the Combined Authority including the Leeds City Region Assurance Framework, relevant Government guidance and industry/professional best practice.

Delegations to Officers

- 1.6 This Officer Delegation Scheme sets out:
- Non-Mayoral Functions delegated to officers by the Combined Authority, *and*
 - *Mayoral General Functions delegated to officers by the Mayor.*
- 1.7 The Combined Authority *or the Mayor* may also delegate decisions outside of this Scheme to a Combined Authority officer in relation to any specific matter, subject to statutory restrictions.
- 1.8 The Combined Authority's Standing Orders in Part 4 of the Constitution including Contracts Standing Orders and Financial Regulations also delegate to specified officers or post-holders.
- 1.9 Where the Combined Authority have appointed a committee to discharge functions, that committee may also delegate any of those functions or a decision in relation to a specific matter within the committee's terms of reference, to an officer¹ – see further Article 7 (Ordinary Committees) in Part 2 of the Constitution.
- 1.10 The Combined Authority (or a committee) *or the Mayor* may continue to exercise any function which it has delegated to an officer.

Sub-delegations

- 1.11 Unless required by law or expressly indicated in the Scheme, an officer is not required to discharge their delegated authority personally, (although they will remain responsible for any decision taken on their behalf). Such an officer may arrange for another officer of suitable experience and seniority to exercise the delegated authority on their behalf.

Referral of matters to the Combined Authority or relevant committee – Non-Mayoral Functions

- 1.12 An officer may decide not to exercise their delegated authority in relation to any matter. If so, the officer shall refer the matter to the Combined Authority or a relevant committee.²

¹ A committee's power to delegate may, however, be limited by the Combined Authority or in some circumstances by the law.

² For determination or consultation.

Referral of matters to the Mayor – Mayoral General Functions

- 1.13 An officer may decide not to exercise their delegated authority in relation to any matter. If so, the officer shall refer the matter to the Mayor.

Key Decisions³

- 1.14 The Access to Information Rules in Part 4 of the Constitution apply where an officer exercises their delegated authority to take a Key Decision.

Call-in of officers' decisions

- 1.15 Any **Key Decision** taken by an officer under delegated authority is open to call-in, in accordance with the Scrutiny Standing Orders in Part 4 of the Constitution.

Recording officer decisions

- 1.16 An officer is required to complete a **written record** of their decision in accordance with the Access to Information Rules in Part 4 of the Constitution.

Concurrent Functions and Statutory Consents

- 1.17 An officer proposing to exercise their delegated authority in respect of any Concurrent Function⁴ must follow any **Protocol** agreed by the Combined Authority with Constituent Councils relating to Concurrent Functions, including in relation to consultation processes – see further Section 5 of Part 3 of the Constitution.
- 1.18 No officer may exercise their delegated authority in relation to any function which requires a Statutory Consent required by the 2021 Order,⁵ where that Statutory Consent has yet to be given – see further the Access to Information Rules in Part 4 of the Constitution
- 1.19 An officer should exercise their delegated authority in relation to any function in respect of which a Statutory Consent has been given, in accordance with the terms of that Statutory Consent.

³ Any reference to a Key Decision in this Scheme is to be taken as a Key Decision as defined by the Access to Information Rules

⁴ That is, any function of the Combined Authority (including a function exercisable by the Mayor) conferred by the 2021 Order which is exercisable concurrently with the Constituent Councils

⁵ The West Yorkshire Combined Authority (Election of Mayor and Functions) Order 2021 – see further the Access to Information Rules Part 4 of the Constitution

2. Officer Delegation Scheme: delegations

Any reference to a **Director** within this Officer Delegation Scheme is to be construed as a reference to any officer (including any interim postholder) to whom Functions are delegated by the Combined Authority under the General Delegations section of the Scheme, except where the context requires otherwise.

Any reference to a Function delegated under this Officer Delegation Scheme should be construed in a broad and inclusive fashion and includes the doing of anything which is calculated to facilitate, or is conducive or incidental to, the specified Function.

- 2.1 The Chief Executive may direct a Director not to exercise their authority delegated under this Scheme in respect of a particular matter and to refer the matter for determination
- in respect of any Non-Mayoral Function to a relevant committee to the Combined Authority, or (where the delegated authority is of a general delegation), to the Chief Executive, *or*
 - *in respect of any Mayoral Function to the Mayor.*

General Delegations (Non-Mayoral Functions) to:

- ~~The~~ Chief Executive
- [Chief Operating Officer⁶](#)
- [Exec Director Transport⁷](#)
- [Director, Finance & Commercial Services⁸](#)
- [Director, Strategy, Communications & Intelligence⁹](#)
- ~~The~~ Director, ~~of~~ [Transport Policy & Delivery](#)
- ~~The~~ Director, ~~Corporate and Commercial Services~~
- ~~The~~ Director, ~~of~~ Transport ~~Services~~ [Operations & Passenger Experience](#)
- [Director, Mass Transit¹⁰](#)

⁶ With effect from 1 January 2023

⁷ With effect from appointment to this vacant post

⁸ With effect from 1 January 2023. Prior to 1 January 2023 these general delegations are exercisable by the Director of Corporate and Commercial Services

⁹ With effect from 1 January 2023. Prior to 1 January 2023 these general delegations are exercisable by the Director of Strategy, Communications and Policing.

¹⁰ With effect from permanent appointment to this post

- [Director, Inclusive Economy, Skills & Culture](#)
- [Director, Policing, Environment & Place](#)
- ~~[The Director of Strategy, Communications and Policing](#)~~
- ~~[The Director of Policy and Development and](#)~~
- ~~[The Director of Economic Services](#)~~

2.2 Each Director is authorised to carry into effect without reference to the Combined Authority or to any of its committees, **matters of day-to-day management and administration** in relation to functions within their remit. This includes the following:

Expenditure

- 2.3 To incur expenditure within the revenue budget in accordance with the Financial Regulations and Contracts Standing Orders in Part 4 of the Constitution.
- 2.4 To incur expenditure on capital schemes, in accordance with the Capital Programme and Financial Regulations, provided that expenditure has been authorised in accordance with the Assurance Framework – see further Article 10 (the LEP).

Human Resources

- 2.5 To appoint officers within the approved staffing structure in accordance with the Combined Authority’s Recruitment and Selection Procedure, provided that the Chief Executive¹¹ has confirmed that a vacant post is released for recruitment.
- 2.6 To appoint officers on a temporary basis to provide cover for absences.¹²
- 2.7 With the exception of
- granting voluntary redundancy requests,
 - releasing preserved pension benefits on ill health grounds, and
 - payments to any officer for loss or damage to property arising out of their

¹¹ Or the Head of Human Resources on behalf of the Chief Executive

¹² For example, caused by long term sickness, maternity leave or any vacancy on the approved staffing structure

employment with the Combined Authority

to determine any employment issue arising in respect of an individual officer in accordance with agreed procedures and the relevant national conditions of service as modified or extended by any local or national agreements, subject to consultation with the [Chief Operating Officer and Director, Finance & Commercial Services](#)~~Corporate and Commercial Services~~ where the decision has any direct financial impact on the Combined Authority.

Proper Officer functions

2.8 Each Director¹³ is appointed the Proper Officer for any function within their remit

Miscellaneous

2.9 To implement and ensure compliance with requirements relating to:

- a) health and safety
- b) data protection¹⁴, freedom of information and transparency,
- c) surveillance activities,
- d) human rights,
- e) risk management and
- f) equality and diversity.

¹³ The Head of Legal and Governance Services is to be taken as a Director, for the purposes of this function

¹⁴ In the exercise of this function, Directors must have regard to any information and advice provided by the Combined Authority's Data Protection Officer – see Article 12 (Officers) in Part 2 of the Constitution

3. Chief Executive

3.1 The Chief Executive is designated the **Head of Paid Service** of the Combined Authority – see further Article 12 (Officers) in Part 2 of the Constitution.

3.2 With the exception of any matter which the Mayor has directed should be referred to the Combined Authority for determination, the Chief Executive is authorised to exercise any **Non-Mayoral Function** which is not:

- expressly reserved to the Combined Authority¹⁵,
- a function of any other officer in their capacity as a statutory officer¹⁶,

provided always that:

- a) exercising this authority to approve any economic development loan is subject to the conditions set out below,¹⁷ and
- b) any decision in respect of an application for a loan or grant from a business where a potential conflict of interest arises from the involvement with that business of any person on the LEP or of a Combined Authority Member or Co-optee is taken in accordance with the Conflicts of Interest Protocol.¹⁸

3.3 *[Mayoral General Functions to be approved by the Mayor]*

¹⁵ The reserved functions are set out in Section 2.2 of Part 3 of the Constitution

¹⁶ For the purposes of this scheme, this includes any function carried out by an officer in the capacity of Senior Information Risk Officer

¹⁷ The Chief Executive may approve any economic development loan only

- i. after its approval in principle by the Combined Authority, (or where approval cannot be sought from the Combined Authority in a timely way, after consultation with each member of the Combined Authority and in the absence of any objection or issue raised by a member of the Combined Authority), and
- ii. taking into account any recommendations of any relevant committee or sub-committee in relation to due diligence and final terms

¹⁸ The Conflicts of Interest Protocol: loans or grants to businesses in Part 5 of the Constitution sets out the process which the LEP and the Combined Authority follow to demonstrate that applications from businesses for loans or grants are dealt with in an impartial, fair and transparent way

4. Director, Finance Corporate & Commercial Services¹⁹ Services

4.1 The Director, Finance Corporate and Commercial Services is the Section 73 **Chief Finance Officer**²⁰ of the Combined Authority, and as such exercises any statutory function of the Chief Finance Officer, including making arrangements for the proper administration of the Combined Authority's financial affairs²¹ - see further Article 12 (Officers)

4.2 The Director, Finance Corporate and Commercial Services is authorised to exercise the following Non-Mayoral functions:

~~a) To act as Senior Information Risk Officer.²²~~

~~b) a) _____~~ With the exception of any matter:

- expressly reserved to the Combined Authority, or²³
- which the Chief Executive or Chief Operating Officer has directed the Director, Finance & Commercial Services Corporate and Commercial Services to refer to the Combined Authority or any Committee for determination,

to carry out any function in relation to:

¹⁹ [The tracked change revisions to this section 4 come into effect from 1 January 2023. Prior to that date the unamended original version applies.](#)

²⁰ Appointed under Section 73 Local Government Act 1985

²¹ For the purposes of this Scheme, this is taken to include authority to approve Financial Regulations and Contracts Standing Orders in Part 4 of the Constitution

²² ~~This includes:~~

- ~~• coordinating the development and maintenance of information risk management policies, procedures and standards for the Combined Authority,~~
- ~~• ensuring the Combined Authority has appropriate assessment processes for information risk,~~
- ~~• reviewing and agreeing actions in respect of identified information risks, to ensure that the Combined Authority's approach to information risk is effective in terms of resource, commitment and execution and that this is communicated to all staff,~~
- ~~• providing a focal point for the resolution and/or discussion of information risk issues and~~
- ~~• ensuring that the Combined Authority's Governance and Audit committee is adequately briefed on information risk issues~~

²³ The reserved functions are set out in Section 2.2 of Part 3 of the Constitution

- ~~i. human resources²⁴,~~
- ~~ii. information and communications technology,~~
- ~~iii. knowledge and information management,~~
- ~~iv. ii. procurement and purchasing, and~~
- ~~v. iii. audit arrangements,~~
- ~~vi. strategic risk management and business continuity, and~~
- ~~vii. health and safety policy and strategy development,
monitoring and reporting.~~

~~4.3 To negotiate and to settle claims for or against the Combined Authority whether or not legal proceedings have begun subject to:~~

- ~~• the value²⁵ of the settlement not exceeding £100,000, and~~
- ~~• professional advice being obtained, where appropriate, that the settlement represents good value for money, and~~
- ~~• consultation with the Mayor in relation to any settlement value over £50,000.~~

~~4.4 To secure all necessary and sufficient insurances and indemnities (including officers' and public and employer's liability).~~

~~²⁴Including granting voluntary redundancy requests, and releasing preserved pension benefits on ill health grounds and payments up to £250 to officers for loss or damage to property arising out of their employment with the Combined Authority, but excepting those statutory functions which fall to the Head of Paid Service, and those functions delegated to any Director under the General Delegations above~~

~~²⁵"Value" means the monetary sum to be paid in settlement of a claim against the Combined Authority or in the case of claims brought by the Combined Authority the difference between the sum claimed and the value of the settlement.~~

5. Head of Legal and Governance Services

5.1 The Head of Legal and Governance Services is designated the **Monitoring Officer**²⁶ for the Combined Authority, and as such exercises any statutory function of the Monitoring Officer – see further Article 12 (Officers) in Part 2 of the Constitution.

5.2 With the exception of any matter:-

- expressly reserved to the Combined Authority²⁷ or
- which the Chief Executive has directed the Head of Legal and Governance Services to refer to the Combined Authority or any Committee for determination,

to carry out the following functions:

Legal proceedings and settlements

5.3 To take any legal action to implement a decision of the Combined Authority.

5.4 To institute, defend or participate in any proceedings or disputes where such action is necessary to give effect to a decision of the Combined Authority or to protect the interests of the Combined Authority, and to take all necessary steps in relation to such proceedings or disputes.

5.5 To enforce byelaws.

5.6 To make payments or provide other benefits in cases of maladministration.

5.7 To negotiate and to settle claims for or against the Combined Authority whether or not legal proceedings have begun subject to:

- the value²⁸ of the settlement not exceeding £75,000, and
- professional advice being obtained, where appropriate, that the settlement represents good value for money, and

²⁶ Designated under Section 5 Local Government and Housing Act 1989. For the purposes of this Scheme this includes the following functions:

- To establish, maintain and publish the register of Combined Authority Members' interests
- Following consultation with the Chair of the Governance and Audit Committee, to consider and determine written requests for dispensations
- To administer the appointment and remuneration of Independent Persons
- To maintain and keep the officers' notifications of interests

²⁷The reserved functions are set out in Section 2.2 of Part 3 of the Constitution

²⁸ "Value" means the monetary sum to be paid in settlement of a claim against the Combined Authority or in the case of claims brought by the Combined Authority the difference between the sum claimed and the value of the settlement.

- consultation with the Mayor about any settlement value over £50,000.

Documentation

- 5.8 To certify documents on behalf of the Combined Authority.
- 5.9 To authenticate the seal of the Combined Authority and keep custody of it.
- 5.10 To sign certificates for contracts in accordance with Local Government (Contracts) Act 1997.

Authorising officers

- 5.11 To authorise officers possessing such qualifications as may be required by law or in accordance with the Combined Authority's policy, to take samples, carry out inspection, enter premises and generally perform the functions of a duly authorised officer of the Combined Authority (however described) and to issue any necessary certificates of authority.

Governance

- 5.12 To discharge secretarial and other functions in relation to meetings of the Combined Authority and its committees.
- 5.13 To make any changes²⁹ to any governance document³⁰ of the Combined Authority which are required:
- as a result of legislative change or decisions of the Combined Authority or the Mayor,
 - to enable them to be kept up to date, or
 - for the purposes of clarification only.
- 5.14 To make any changes³¹ to the Assurance Framework which are required:
- as a result of legislative change or decisions of the Combined Authority or the Mayor,
 - to enable it to be kept up to date, or
 - for the purposes of clarification only.
- 5.15 In relation to Local Authority Co-optees (and only in accordance with any nomination by the relevant Constituent Council, the Non-Constituent Council or other partner council) to make any change to the membership of any committee of the Combined Authority, provided that the appointment has no

²⁹ Any such changes shall be recorded and published

³⁰ except for the Contracts Standing Orders and Financial Regulations which fall to the Director, Corporate and Commercial Services to amend

³¹ Any such changes shall be recorded and published

impact on the political balance for the committee³².

Members' Allowances

5.16 To administer the Members' Allowances Scheme in Part 6 of the Constitution.

Interests in Land

5.17 To obtain particulars of persons interested in land³³.

³² The Head of Legal and Governance Services will report any appointment confirmed under this delegated authority to the Combined Authority as soon as reasonably practicable

³³ Section 16 of the Local Government (Miscellaneous Provisions) Act 1976

~~The Director of Strategy, Communications and Policing~~

- ~~1. To carry out any function in relation to equality and diversity strategy development and monitoring.~~

6. Chief Operating Officer³⁴

6.1 The Chief Operating Officer is authorised to exercise the following Non-Mayoral functions:

a) To act as Senior Information Risk Officer³⁵

b) With the exception of any matter:

- expressly reserved to the Combined Authority³⁶
- expressly within the terms of reference of a Combined Authority committee, or
- which the Chief Executive has directed the Chief Operating Officer to refer to the Combined Authority or the Governance and Audit Committee for determination,

to carry out any function in relation to:

i. human resources³⁷

ii. knowledge and information management,

iii. strategic risk management and business continuity, and

³⁴ The specific delegations to the Chief Operating officer as set out in this section 6. Come into effect from 1 January 2023

³⁵ This includes:

- coordinating the development and maintenance of information risk management policies, procedures and standards for the Combined Authority,
- ensuring the Combined Authority has appropriate assessment processes for information risk,
- reviewing and agreeing actions in respect of identified information risks, to ensure that the Combined Authority's approach to information risk is effective in terms of resource, commitment and execution and that this is communicated to all staff,
- providing a focal point for the resolution and/or discussion of information risk issues and
- ensuring that the Combined Authority's Governance and Audit committee is adequately briefed on information risk issues

³⁶The reserved functions are set out in Section 2.2 of Part 3 of the Constitution

³⁷Including granting voluntary redundancy requests, and releasing preserved pension benefits on ill health grounds (in consultation with the Director, Finance & Commercial Services) and payments up to £250 to officers for loss or damage to property arising out of their employment with the Combined Authority, but excepting those statutory functions which fall to the Head of Paid Service, and those functions delegated to any Director under the General Delegations above

iv. health and safety policy and strategy development, monitoring and reporting.

6.2 To negotiate and to settle claims for or against the Combined Authority whether or not legal proceedings have begun subject to:

- the value³⁸ of the settlement not exceeding £100,000, and
- consultation with the Director, Finance & Commercial Services and professional advice being obtained, where appropriate, that the settlement represents good value for money, and
- consultation with the Mayor in relation to any settlement value over £50,000.

6.3 To secure all necessary and sufficient insurances and indemnities (including officers' and public and employer's liability).

Document version control	
Municipal Year:	2022-23
Version:	32 – 22/23
Document approved by:	<u>Head of Legal and Governance Services Combined Authority</u>
Date:	11 November <u>8 December</u> 2022

³⁸ “Value” means the monetary sum to be paid in settlement of a claim against the Combined Authority or in the case of claims brought by the Combined Authority the difference between the sum claimed and the value of the settlement

To be of effect from:

~~11 November 2021~~ December 2022

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Report to: West Yorkshire Combined Authority

Date: 8 December 2022

Subject: **Minutes for Information**

Director: Angela Taylor, Director of Corporate and Commercial Services

Author: Ian Parr, Governance Services Officer

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

1. Purpose of this report

- 1.1 To provide Members with details of the minutes of committees and panels, or notes of informal meetings of Members, that have been published on the West Yorkshire Combined Authority's website since the last meeting.

2. Information

- 2.1 The following minutes and notes have been published on the West Yorkshire Combined Authority's website and can be accessed [here](#):

- Culture, Heritage & Sport Committee held on 21 July 22.
- Place, Regeneration and Housing Committee held on 01 September 22.
- Finance, Resources and Corporate Committee held on 06 September 22.
- Economy Scrutiny Committee held on 21 September 22.
- LEP Board held on 21 September 22.
- Transport/Infrastructure Scrutiny Committee held on 22 September 22.
- Corporate Scrutiny Committee held on 23 September 22.
- Transport Committee held on 14 October 22.

3. Tackling the Climate Emergency Implications

- 3.1 There are no implications directly arising from this report.

4. Inclusive Growth Implications

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

5. Equality and Diversity Implications

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

6. Financial Implications

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

7. Legal Implications

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

8. Staffing Implications

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

9. External Consultees

9.1 No external consultations have been undertaken.

10. Recommendations

10.1 That the minutes and notes of the Combined Authority's committees and panels be noted.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

None.