

WEST YORKSHIRE COMBINED AUTHORITY

**MEETING TO BE HELD AT 11.00 AM ON THURSDAY, 16 MARCH 2023
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 2 FEBRUARY 2023**
(Pages 1 - 18)

For Decision

- 5. WEST YORKSHIRE / HOMES ENGLAND STRATEGIC PLACE PARTNERSHIP**
(Lead Member: Cllr D Jeffery, Director: Liz Hunter)

(Pages 19 - 64)
- 6. BUS REFORM UPDATE**
(Lead Member: Cllr S Hinchcliffe, Director: Dave Haskins)

(Pages 65 - 72)

- 7. MASS TRANSIT PROGRAMME UPDATE REPORT**
(Lead Member: Cllr S Hinchcliffe, Director: Kevin Murray)
(Pages 73 - 80)
- 8. WEST YORKSHIRE TOURISM**
(Lead Member: The Mayor, Director: Phil Witcherley)

(Pages 81 - 88)
- 9. PROJECT APPROVALS**
 - (a) INVESTMENT PRIORITY 1: GOOD JOBS AND RESILIENT BUSINESSES**
(Lead Member: Cllr J Lewis, Director: Phil Witcherley)
(Pages 89 - 106)
 - (b) INVESTMENT PRIORITY 3: CREATING GREAT PLACES AND ACCELERATED INFRASTRUCTURE**
(Lead Member: Cllr D Jeffery, Director: Liz Hunter)
(Pages 107 - 130)
 - (c) INVESTMENT PRIORITY 4: TACKLING THE CLIMATE EMERGENCY AND ENVIRONMENTAL SUSTAINABILITY**
(Lead Member: Cllr T Swift, Director: Liz Hunter)
(Pages 131 - 148)
 - (d) INVESTMENT PRIORITY 5: FUTURE TRANSPORT**
(Lead Member: Cllr S Hinchcliffe, Director: Dave Haskins)
(Pages 149 - 176)
- 10. REGIONAL INVESTMENT VEHICLES FOR INNOVATION FINANCE**
(Pages 177 - 182)
- 11. UK SHARED PROSPERITY FUND**
(Lead Member: The Mayor, Director: Alan Reiss)
(Pages 183 - 196)
- 12. SPATIAL PRIORITY AREAS**
(Pages 197 - 204)
- 13. CORPORATE PLAN 2023/24**
(Lead Member: The Mayor, Director: Ben Still)

(Pages 205 - 208)
- 14. GOVERNANCE AND APPOINTMENT ARRANGEMENTS**
(Lead Member: The Mayor, Director: Melanie Corcoran)
(Pages 209 - 226)

For Information

15. MINUTES FOR INFORMATION
(Pages 227 - 228)

Signed:

A handwritten signature in black ink, consisting of the letters 'BSM' in a stylized, cursive font. A horizontal line is drawn underneath the signature.

**Chief Executive
West Yorkshire Combined Authority**

This page is intentionally left blank



**MINUTES OF THE MEETING OF THE
WEST YORKSHIRE COMBINED AUTHORITY
HELD ON THURSDAY, 2 FEBRUARY 2023 AT COMMITTEE ROOM 1,
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS**

Present:

Mayor Tracy Brabin (Chair)	West Yorkshire Combined Authority
Councillor Susan Hinchcliffe	Bradford Council
Councillor Stewart Golton (Substitute)	Leeds City Council
Councillor James Lewis	Leeds City Council
Councillor Shabir Pandor	Kirklees Council
Councillor Rebecca Poulsen	Bradford Council
Councillor Jane Scullion (Substitute)	Calderdale Council
Councillor Andrew Waller	City of York Council
Mark Roberts	Leeds City Region Local Enterprise Partnership

In attendance:

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

63. Apologies for Absence

Apologies for absence were received from Cllr Carter, Cllr Holdsworth, Cllr Jeffery, Cllr Morley, Cllr Robinson, and Cllr Swift.

64. Declarations of Disclosable Pecuniary Interests

Mark Roberts declared an interest in item 9 – LEP Governance, owing to his current position as Interim Chair of the LEP. It was clarified that no decisions on the current meeting agenda are affected, however the Interim LEP Chair will not be involved in any future discussions regarding the Independent Remuneration Panel or any decisions it makes.

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

The Mayor noted that appendices 1, 2, and 3 of item 13 were 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 appendices 1, 2, and 3 to Agenda item 13 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

66. Minutes of the Meeting of the Combined Authority held on 8 December 2022

Resolved: That the minutes of the meeting of the West Yorkshire Combined Authority held on 8 December 2023 be approved and signed by the Chair.

67. Business Planning and Budgets

The Combined Authority considered a report from the Director of Finance and Commercial Services to approve the 2023/24 outcome-led business plan, and to consider and approve the proposed revenue budget and transport levy for 2023/24, the revised position for 2022/23, the indicative capital budget and programme and treasury management statement.

Officers noted that much has been achieved, despite the significant budget pressures caused by the ongoing cost of living crisis and other economic challenges. Decisions have already been taken to tackle the budget pressures, including freezing the local authority transport levy, and identifying more efficiency and cost-saving measures. The Combined Authority remains committed to delivering an inclusive economy, embedding equality, diversity, and inclusion, and tackling the climate emergency.

Officers noted the plans on page set out the key aims for each directorate, all of which have a spending plan against which progress will be reported. The presented budget is not without risks, so proposals are being made to ring fence some savings on concessionary reimbursement, to add to savings which have already been identified.

Officers explained that the Bus Service Improvement Plan (BSIP) funding can support the ambitions of the Combined Authority, especially since the existing Bus Recovery Grant funding is expected to end in March 2023. Decisions on this matter will be made by the Transport Committee and update reports will be made to the Finance, Resources and Corporate Committee and Combined Authority.

Officers clarified that this budget is the first to be set around the Combined Authority's new directorate structure. All officers are aware of the budget

pressures, though once a more established pipeline of projects is developed the Combined Authority will be ready to take advantage of future opportunities. Members asked if comparisons are made against the plans of other Mayoral Combined Authorities, officers responded that this is the case and further information can be included in future reports. Members requested further details on what is being spent towards longer-term outcomes, officers responded that further discussions are forthcoming, but that sustainability and income generation are both important to meet long-term aims.

Members raised concerns that the Economy Scrutiny Committee meeting was held in private. Officers clarified that there was an open session of the committee, as well as a private session. The public session was inquorate due to illness and so had to be held as an informal meeting, however the conversations still took place as planned. The Mayor noted the Combined Authority has three separate scrutiny committees which is more than most other Mayoral Combined Authorities, and encouraged as many people as possible to view the proceedings of the other committees for a broader understanding of the work of the Combined Authority.

Resolved:

That the outcome led business plans for 2023/24 be approved.

That the revised outturn budget for 2023/24 be approved.

That the indicative capital programme and budget for 2021/22 – 2024/25 be approved.

That in accordance with the powers contained in the Local Government Finance Act 1988 (as amended) and by virtue of article 9(6) of the West Yorkshire Combined Authority Order and the Transport Levying Bodies Regulations 2015 (as amended) a levy of £103 million be determined for the year ended 31 March 2024.

That the Director, Finance and Commercial Services be authorised to issue the levy letter in respect of the financial year ending 31 March 2023 to the five District Councils in West Yorkshire.

That a payment of £5.09 million be made to the five District Councils in accordance with Table 1 of the report.

That authorisation be given to the Director, Finance and Commercial Services to arrange appropriate funding for all expenditure in 2022/23 and 2023/24 subject to statutory limitation, including the most appropriate application of capital funding as set out in the report.

That approval be given to the continuing of the policy, effective from 2017/18, for recovering the Combined Authority costs of managing the capital programme against the capital programme spend being mainly West Yorkshire plus Transport Fund, Transforming Cities, Getting Building Fund, Brownfield Housing, Local Transport Plan Integrated Transport and any schemes developed in year.

That the adoption of the CIPFA Code of Practice for Treasury Management in Public Services be reaffirmed.

That the treasury management policy as set out in Appendix 5 be approved.

That the prudential limits for the next three years as set out in Appendix 5 be adopted.

68. Pipeline Development Priorities

The Combined Authority considered a report from the Director of Strategy, Communications and Intelligence to endorse proposals for the next phase of development of programmes to support the delivery of the West Yorkshire Investment Priorities and associated outcomes, and to approve in principle £5 million additional capacity funding to support pipeline development within the local authorities.

Officers noted that since 2020, a key focus has been supporting communities and businesses through the pandemic, and similar programmes have also been agreed to tackle the crisis in the cost of living and doing business. Longer-term issues should also be addressed in a sustainable way, so future programmes should wherever possible contribute to more than one investment priority, and also towards one of the aims of growing an inclusive economy, tackling the climate emergency and promoting equality, diversity and inclusion. By identifying which projects meet the criteria the Combined Authority will be able to take advantage of any available and future funding as quickly as possible. Projects that do not meet the criteria can be scaled back or put on hold until they become viable, and all projects will proceed through the assurance framework at the appropriate time.

The Mayor thanked officers for their work in developing the pipeline of project delivery, and noted that there are numerous upcoming cultural projects already under way that will bring employment and training opportunities to many people, and additionally will make a strong case for further investment in the region.

Members asked if the development on investment zones a direct response to the government's proposals, officers responded that it is not directly related as the original proposals have since been withdrawn. The work is undertaken proactively and includes more areas than those suggested by the government which can work cohesively instead of as one predetermined zone.

Resolved:

That the proposed direction of the programmes for development set out above be endorsed. Funding allocations and approvals to spend will be considered as programmes become ready. Any proposals to be brought forward will be progressed in line with the Combined Authority's Assurance Process.

That £5m funding per year from the Single Investment Fund to Local Authorities to support capacity issues and enable pipeline development work to be undertaken against the Investment Priorities be indicatively approved in principle. Full approval will be granted once the project has progressed through the assurance process in line with the Combined Authority's Assurance Process.

That the approval for programme to pass through Decision Point 2, totalling no more than £10m of funding from the Single Investment Fund be delegated to the Finance, Resources and Corporate Committee.

69. Bus Service Funding Update

The Combined Authority considered a report from the Director of Transport Operations and Passenger Experience to provide an update on current issues affecting bus services in West Yorkshire and the actions to be taken to mitigate these risks and issues in 2023/24.

The Mayor noted that she continues to urge the government for longer-term funding for bus operators outside of London. Without continued funding some operators may need to reduce services, potentially leaving some communities cut off. The Mayor raised that there is not enough funding to cover every at-risk route, and so there is a need to consider how BSIP funding can be used to help stabilise network. Members highlighted the key role that buses play in supporting the local economy, and the Mayor confirmed that a meeting with the Minister for Transport is being arranged, where the issue will be addressed in greater detail.

The Mayor's Fares scheme has been operating for three months, and initial assessments have shown 7.2 million journeys have benefitted, saving passengers roughly £3.6 million. Passenger levels have risen from 81% of pre-pandemic levels to 87%, and more detailed figures will be presented to the Transport Committee. The Mayor expressed thanks to the people of West Yorkshire who have contributed to supporting bus services.

Members questioned the availability of data from the Mayor's fares scheme, officers responded that there had been delays retrieving the data from operators, however a full report will be provided to the members of the Transport Committee. The Chair and deputy Chairs of the Transport Committee are holding ongoing meetings with operators and reporting back to the Transport Committee.

Officers explained there is further information due to be circulated regarding the successful Levelling Up Fund bid of £41 million. The funding will be used to support a wide array of improvements across West Yorkshire including to bus stations and stops, funding to improve access to buses, and funding towards specific schemes which will improve bus priority and encourage active travel.

Members questioned if the bus patronage will increase to pre-pandemic levels, officers responded that bus use by under 19s is growing and is potentially higher than 2019. There are other demographics that have fallen

in use, especially for those commuting to work. Use of the free bus pass has also fallen which may be linked to the relative health concerns experienced by bus pass holders.

Resolved: That the actions being taken to manage bus service costs in 2023/24 be noted.

70. Adult Education Budget Rates

The Combined Authority considered a report from the Interim Director of Inclusive Economy, Skills and Culture to provide an update on progress with devolved Adult Education Budget (AEB), to seek approval for an increase to the AEB Funding Rate as recommended by the Employment and Skills Committee, and to seek approval for the proposal regarding Residential Uplift funding.

The Mayor noted that the recommendation made by the Employment and skills committee addresses the government's pre-devolution decision to freeze the funding rate for the last decade. Similar decisions are being taken across the Mayoral Combined Authorities where the AEB is also devolved, and without further funding providers have reported they may scale back or cut their courses entirely.

Members added that the recommendations have arisen as a result of multiple discussions at the Employment and Skills Committee and other conversations with education providers and employers. The Combined Authority has already saved over £1 million in administration fees due which has been put back in to benefitting learners.

Resolved:

That the proposal for an AEB rate increase, as outlined in 2.26 be approved

The decommitment to residential uplift funding, as outlined in 2.36 be approved

71. LEP Governance

The Combined Authority considered a report from the Head of Legal and Governance Services to seek approval to proposed changes to the LEP Constitution and governance arrangements following the approval of the LEP Integration Plan. The report also seeks approval to convene an Independent Remuneration Panel to advise the Mayor and the Combined Authority on the level of allowance for the LEP Chair.

The Mayor noted that the Levelling Up White Paper provided clarity for the role of LEP boards and their integration with Mayoral Combined Authorities. The Combined Authority has now received the approval with no changes, and so the proposed governance arrangements will allow the integration to progress. The Mayor expressed thanks to the private sector members for their input and their support of the LEP, and also to Mark Roberts for his interim leadership so far.

Resolved:

That the proposed LEP governance arrangements as set out in the draft Articles at Appendix 1 and draft Terms of Reference at Appendix 2 and the revised Recruitment and Appointment Procedure for Private Sector Representatives as set out at Appendix 3 for consideration by the LEP Board at its meeting on 8 March 2023 be endorsed.

Subject to 10.1, the Head of Legal & Governance Services, in consultation with the Mayor and the Chair of the LEP Board as appropriate, be authorised to:

- finalise the Articles, Terms of Reference and the Recruitment and Appointment Procedure
- make such consequential amendments to the Authority's Constitution as are necessary
- set a date from which the proposed changes are brought into effect.

That the Head of Legal & Governance Services be authorised to convene an Independent Remuneration Panel to make recommendations to the Mayor and the Combined Authority as to the allowance that shall be payable to the LEP Chair.

72. Assurance Framework Annual Review

The Combined Authority considered a report from the Interim Chief Operating Officer to report on progress on the annual review of the Leeds City Region Local Framework, and to request the Combined Authority to review and approve the proposed revisions to the Leeds City Region Assurance Framework.

Officers explained that the assurance framework was initially developed in 2015, and is required to be updated annually, incorporating any new government guidance. The amendments include clarifications about the AEB and Multiply funding, and further reviews will be undertaken with a network group for peer review and presented at a future Combined Authority meeting. Members noted the need for partnership in put into the framework, as well as the need for all projects to be delivered at speed and to represent value for money.

Resolved:

The proposed revisions to the Leeds City Region Assurance Framework be reviewed and approved.

That delegated authority be given to the Combined Authority's Chief Executive in consultation with the LEP Chair and the Combined Authority Chair to approve the final Local Assurance Framework, in case any further changes are needed to be made to the Local Assurance Framework prior to its publication.

73. Project Approvals

Investment Priority 1: Good Jobs and Resilient Businesses

Members received a report from the Interim Director of Inclusive Economy & Skills on the progression of, and approval of funding for schemes.

High Growth Enterprise Programme

Members noted the scheme will last for three years, providing support for up to 2,400 new businesses across west Yorkshire with targeted support and advice. Officers added that the scheme builds upon previous successful support packages, and incorporates funding from external sources such as the Prince's Trust to increase the array of eligible businesses.

Digital Enterprise

Officers noted that the Digital Enterprise scheme will support businesses with their growth at a time when the central government has dropped its own 'Help to Grow Digital' programme. Support will be available for up to 450 businesses, with around 30 high-impact grants available for specialist support. The progress of the scheme will be monitored and evaluated alongside providers. Members noted that investment in digital enterprise is crucial to support the development of new jobs, and ensuring West Yorkshire is on the front foot as the sector continues to develop.

Resolved:

With respect to the High Growth Enterprise Programme the Combined Authority, subject to the conditions set by the Programme Appraisal Team, approved that:

(i) The High Growth Enterprise scheme proceeds through decision point 2 to 4 (Business Justification) and work commences on activity 5 (Delivery).

(ii) The Combined Authority's contribution of £5,000,000 be given. The total scheme value is £10,352,563.

(iii) The Combined Authority enters into a Funding Agreement with Leeds City Council for expenditure of up to £5,000,000.

(iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report, 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.

With respect to Digital Enterprise the Combined Authority approved that:

(i) The Digital Enterprise scheme proceeds through decision point 2 to 4 (business justification) and work commences on activity 5 (delivery).

(ii) The Combined Authority's contribution of £4,676,147 be given. The total scheme cost is £8,686,772. 214

(iii) The Combined Authority enters into a Funding Agreement with Leeds City Council for expenditure of up to £4,676,147.

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

Investment Priority 3: Creating Great Places and Accelerated Infrastructure

Members received a report from the Director of Policing, Environment & Place on the progression of, and approval of funding for schemes.

Capital Flood Risk Management Programme

Officers noted that the Combined Authority has previously invested in flooding management. The approval relates to next phase of the programme, developing the business case and identifying further opportunities.

Flood Alleviation Scheme 2

Officers explained this scheme is on-site, however the impact of cost inflations has resulted in delays to delivery.

Members questioned if the schemes provide opportunities for local apprentices, officers responded that they do, and in this case the apprentices are managed by Leeds City Council. The number of apprentices can be disclosed outside of the meeting.

BHF Armley Tower Works

Officers noted that the BHF Armley Tower Works Scheme and Galem House were indicatively approved by the Place, Regeneration and Housing committee at its inquorate meeting on 5 January 2022, and are being presented to the Combined Authority for full approval.

Officers explained the scheme will support 50 affordable homes, including six apprenticeships.

Galem House

Officers explained the scheme will develop 77 new apartments in Bradford city centre. The apartments will all be available for rent and maintained by the developer, creating jobs and apprenticeships. Members asked if the apartments will be affordable rent, officers offered to find out and respond outside of the meeting.

Resolved:

With respect to the Capital Flood Risk Management Programme the Combined Authority approved that:

- (i) The Capital Flood Risk Management Programme proceeds through decision point 1 (strategic assessment) and work commences on the development of individual business cases.
- (ii) Development costs of £113,735 be approved taking the total scheme approval to £113,735.
- (iii) The principal that £10,000,000 of Combined Authority funding is utilised in order to engage and leverage funding from other funding sources and that work commences on the development of individual business cases, which will seek approval through the Assurance Framework.
- (iv) Approval of individual business cases through the Assurance Framework be delegated to the Place, Regeneration Housing Committee.
- (v) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and where required, any change requests for the Capital Flood Risk Management Programme are delegated to the Place, Regeneration and Housing Committee. This will be subject to the scheme remaining within the tolerances outlined in this report.

With respect to the Leeds Flood Alleviation Scheme 2, the Combined Authority approved that:

- (i) The Leeds Flood Alleviation Scheme (Step 2) scheme proceeds through Decision Point 1 to 4 (business justification) and work continues on activity 5 (delivery), subject to assurances on a two outstanding questions from Government's Department for Business, Energy, and Industrial Strategy (BEIS).
- (ii) The Combined Authority's contribution of £12,565,000 be given. The total scheme cost is £125,826,000.

- (iii) The Combined Authority enters into a funding agreement with Leeds City Council for expenditure of up to £12,565,000. 246
- (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 tolerances outlined in this report.

With respect to the Brownfield Housing Programme delegation for pipeline of schemes, the Combined Authority approved that:

- (i) The existing delegation, as approved by the Combined Authority in July 2021, to the then Director of Delivery to make changes to the pipeline of schemes in the Brownfield Housing Programme, be transferred to the Director of Policing, Environment and Place.

With respect to BHF Armley Tower Works the Combined Authority approved that, subject to the conditions set by the Programme Appraisal Team:

- (i) The BHF Armley Tower Works scheme proceeds through decision point 2-4 (business justification) and work commences on activity 5 (delivery).
- (ii) The Combined Authority's contribution of £932,775 be given. The estimated total scheme cost is £9,909,032.
- (iii) The Combined Authority enters into a funding agreement with Yorkshire Housing Ltd for expenditure of up to £932,775.
- (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in the original report. This will be subject to the scheme remaining within the tolerances outlined in the original report.

With respect to BHF Galem House the Combined Authority approved that, subject to the conditions set by the Programme Appraisal Team:

- (i) The BHF Galem House scheme proceeds through decision point 4 (full business case) and work commences on activity 5 (delivery)
- (ii) The Combined Authority's contribution of £1,200,000 be given. The total scheme cost is £9,752,717.
- (iii) The Combined Authority enters into a funding agreement with Trident House Development Limited for expenditure of up to £1,200,000.

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

Investment Priority 5: Future Transport

Members received a report from the Interim Director of Transport Policy and Delivery on the progression of, and approval of funding for schemes.

Transformational – North East Calderdale

Officers explained the scheme was originally a part of the West Yorkshire Plus Transport Fund. If approved, the project will proceed to the outline business case and also allow for the development of bus priority measures to prepare the area for larger-scale development.

CRSTS Asset Management and Enhancement Programme and Off Highway Walking and Cycling Network

Officers explained the three City Region Sustainable Transport Settlement (CRSTS) schemes were made possible due to the devolution deal. The Combined Authority has worked closely with the Department for Transport to ensure the funding is used appropriately. The scheme will promote active travel across West Yorkshire through maintenance and development of existing infrastructure.

CRSTS Network Management Renewals and Enhancements

Officers explained the bid will fund the replacement of outdated traffic control systems. Members highlighted the need to consider the types of replacements used, as other authorities are experiencing difficulties with the supply of necessary components.

CRSTS Safer Roads

Officers explained the aim of the scheme to deliver a variety of traffic-calming measures and active travel enhancements across West Yorkshire. The local authorities will decide upon their own lists of priorities for action, which will be reviewed periodically.

Leeds City Centre – City Square Plus – Thirsk Row

Officers explained the scheme is a part of the Leeds City Square plus scheme, and concerns converting Thirsk Row from a one-way street to two-way operation, which is key to improving the bus routing and improving access for pedestrians and cyclists.

Resolved:

With respect to Transformational – North East Calderdale the Combined Authority approved that:

- (i) The Transformational North East Calderdale scheme proceeds through decision point 2 (strategic outline case) and work commences on activity 3 (outline business case).
- (ii) An indicative approval to the Combined Authority's contribution of £4,300,000. The total scheme value is £78.400,000 - £88,100,000
- (iii) Development costs of £1,560,000 are approved in order to progress the scheme to decision point 3 (outline business case) taking the total scheme approval to £1,960,000.
- (iv) The Combined Authority enters into an addendum to the existing Funding Agreement with Calderdale Council for expenditure of up to £1,960,000.
- (v) 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 Transport Committee. This will be subject to the scheme remaining within the tolerances outlined in this report.

With respect to CRSTS Asset Management and Enhancement the Combined Authority approved that:

- (i) The CRSTS Asset Management and Enhancement Programme proceeds through decision point 2 and 4 and delivery continues until the end of quarter 1 of year 2023/24, and work commences on the development of the SOC for year 2.
- (ii) An indicative approval to the total CRSTS Asset Management and Enhancement Programme value of £248,000,000 and to the total CRSTS Off Highway Walking and Cycling value of £3,440,000 for Off Highway Walking and Cycling is given.
- (iii) An additional £24,800,000 of development and delivery costs for quarter 3 and quarter 4 of the CRSTS Asset Management and Enhancement programme (year 1) be given to provide a total allocation of £49,600,000 for the 2022/23 financial year. For Off Highway Walking and Cycling approval to an additional £344,000 to is given to provide a total allocation for the 2022/23 financial year of £688,800.
- (iv) £12,400,000 of development and delivery costs for quarter 1 for the 2023/24 financial year for the CRSTS Asset Management and Enhancement programme be given and approval to £172,000 of development and delivery costs for quarter 1 for the 2023/24 financial year for the CRSTS Off Highway Walking and Cycling.
- (v) The Combined Authority enters into addendums to the existing funding agreements with the partner councils of the apportioned £37,200,000 for Q3 and 4 2022/23 and Q1 of 2023/24 financial year for

CRSTS Asset Management and Enhancement programme and £516,000 for 2022/23 and Q1 of 2023/24 financial year for CRSTS Off Highway Walking and Cycling, up to the amounts shown below:

Bradford - £7,906,412
Calderdale - £4,979,964
Kirklees - £7,767,932
Leeds - £11,375,332
Wakefield - £5,686,360

(vi) 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 Transport Committee. This will be subject to the scheme remaining within the tolerances outlined in this report.

With respect to CRSTS Network Management and Enhancement the Combined Authority approved that:

(i) The CRSTS Network Management and Enhancement programme proceeds through Decision Point 2 and 4 and delivery continues until the end of quarter 1 of year 2023/24, and work commences on the development of the SOC for year 2.

(ii) An indicative approval to the total CRSTS Network Management and Enhancement programme value of £25,000,000 be given.

(iii) An additional £1,862,500 of development and delivery costs for quarter 3 and quarter 4 for the CRSTS Network Management and Enhancement programme (year 1) be given to provide a total allocation of £4,362,500 for the 2022/23 financial year. 300

(iv) Approval to £931,250 of development and delivery costs for quarter 1 for the 2023/24 financial year for the CRSTS Network Management and Enhancement programme (Year 2) be given taking total approval up to £5,293,750.

(v) The Combined Authority enters into addendums to the existing funding agreements with the five partner councils of the apportioned £2,793,750 for Q3 and 4 of 2022/23 and Q1 of 2023/24 financial year taking, up to the amounts shown below:

Bradford - £1,475,000
Calderdale - £280,000
Kirklees - £1,006,250
Leeds - £1,657,500
Wakefield - £ 875,000

(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 set out in this report.

With respect to CRSTS Safer Roads the Combined Authority approved that:

(i) The CRSTS Safer Roads Programme proceeds through Decision Point 2 and 4, and delivery continues until the end of quarter 1 of year 2023/24, and work commences on the development of the strategic outline case for Year 2.

(ii) An indicative approval to the total CRSTS Safer Roads programme value of £25,000,000 be given.

(iii) An additional £2,500,000 of development and delivery costs for quarter 3 and quarter 4 for the CRSTS Safer Roads programme (Year 1) be given to provide a total allocation of £5,000,000 for the 2022/23 financial year.

(iv) £1,250,000 of development and delivery costs for quarter 1 for the 2023/24 financial (year 2) for the CRSTS Safer Roads programme (Year 2) be given taking total approval up to £6,250,000.

(v) The Combined Authority enters into addendums to the existing funding agreements with the five partner councils for expenditure of the apportioned £3,750,000 for Q3 and 4 of the 2022/23 financial year and Q1 of the 2023/24 financial year, up to the amounts shown below:

Bradford: £866,250

Calderdale: £330,000

Kirklees: £693,750

Leeds: £1,297,500 301

Wakefield: £562,500

(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 set out in this report.

City Square Plus – Thirsk Row

The Combined Authority approved that:

(i) The change request to approve £939,000 from the CRSTS Fund to progress the Thirsk Row works as part of the City Square Plus scheme to Activity 5 (Delivery), and to extend the delivery timescale to July 2023, is approved.

(ii) The Combined Authority enters into an addendum to the existing Funding Agreement for the City Square Plus scheme with Leeds City Council for expenditure of up to £11,641,000.

(iii) 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 set out in this report.

74. Governance Arrangements

The Combined Authority considered a report from the Interim Chief Operating Officer to appoint a non-voting advisory representative of the West Yorkshire Housing Partnership to the Climate, Energy and Environment Committee, and to appoint a non-voting advisory representative of the West Yorkshire Business Groups to the Business, Economy and Innovation Committee. Further recommendations seek the appointment an Interim Director of Transport Policy and Delivery, and to consider a recommendation for the use of the Chief Executive's powers of delegation in cases of urgency.

Officers clarified the nomination of the Climate, Energy and Environment Committee will add to the existing expertise of the membership, and the case is similar for the Business, Economy and Innovation Committee and the role will be filled on a rotating basis. The proposed changes to the Chief Executive delegation would allow for decisions to be taken swiftly in the case of inquorate committees and other exceptional reasons.

Resolved:

That a nonvoting advisory representative from West Yorkshire Housing Partnership to the Climate, Energy and Environment Committee be appointed.

That a nonvoting advisory representative of the West Yorkshire Business Groups to the Business, Economy and Innovation Committee be appointed.

That the appointment of Dave Haskins into the post of Interim Director, Transport Policy & Delivery until such time as a substantive Chief Operating Officer appointment is made be approved.

That the Chief Executive be authorised to take decisions which would have been taken by a committee and where, for exceptional circumstances, that committee has been unable to meet, and the decisions are of an urgent nature and cannot wait until the next scheduled meeting.

That the Head of Legal & Governance Services be authorised to make such consequential amendments to the Authority's Constitution as are necessary.

75. CoSTAR Innovation Hub

The Combined Authority considered a report from the Interim Director of Inclusive Economy, Skills and Culture providing an overview of an opportunity to bid for up to £51 million UK Research and Innovation (UKRI) funding to create a national innovation centre in the creative industries and to seek approval to be a participant in the bid. The report also seeks an initial release of funding to progress design and enabling works for the Langthwaite Enterprise Zone site.

Officers clarified that the appendices are exempt due to the commercial sensitivities and competitive nature of the bid. The bid is undertaken in partnership with the University of York, one of the leaders in this field, as well as other partners who cannot be named at present. If successful, the

innovation hub will be a centre of innovation excellence in the creative sector and will complement the existing businesses in the area.

Resolved:

That the participation as a party in the CoSTAR bid and submission of the non-binding letter of support outlining the potential financial support the Combined Authority is providing to the bid (subject to full Combined Authority Agreement and Assurance) provided at Appendix 2 be approved.

That the principles of the draft Memorandum of Understanding (to which the Combined Authority will be a signatory) outlined at Appendix 3 be approved. Both the letter of support and the Memorandum of Understanding would be in substantially the form attached and subject to further legal input.

The release of £250k in initial resourcing capacity to enter into this bidding process and to enable development of the Langthwaite site, funded through residual Growing Places Fund monies be agreed.

That the indicative funding package for Langthwaite enabling works as detailed in Appendix 1, para 5.1 be noted.

76. Minutes for information

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

This page is intentionally left blank



Report to: West Yorkshire Combined Authority

Date: 16 March 2023

Subject: **West Yorkshire / Homes England Strategic Place Partnership**

Director: Liz Hunter, Director of Policing, Environment and Place

Author: Rebecca Greenwood, Head of Housing

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 The purpose of this report is to seek approval from the Combined Authority for the West Yorkshire / Homes England Strategic Place Partnership (SPP) – Partnership Business Plan.

1.2 The report includes;

- An update on the development of the SPP, including the final draft submitted for approval attached as appendix 1.
- An update on the Terms of Reference for the SPP Board, submitted for approval attached as appendix 2. These have been developed in consultation with senior officers in partner councils and with the Place, Regeneration and Housing Committee.
- Next steps ahead of and following SPP approval.

2. Information

Background

2.1 In recognition of the shared ambition to drive forward good quality housing growth, the West Yorkshire Devolution Deal set out a commitment to develop a Strategic Place Partnership (SPP) between the Combined Authority and

Homes England to build and strengthen collaborative working across the region.

- 2.2 The SPP Partnership Business Plan and the Terms of Reference for the SPP Board were endorsed and recommended for approval by the Place, Regeneration and Housing Committee at the meeting on 2nd March 2023. Committee members welcomed the progress towards formalising the partnership with Homes England and any feedback has been incorporated into the final draft attached to this report as appendix 1.

Strategic Place Partnership – Partnership Business Plan

- 2.3 The Partnership Business Plan sets out the shared ambition of the SPP to realise the untapped potential of West Yorkshire to contribute to the delivery of new homes and meet the needs of the region’s residents and communities as part of a wider approach to levelling up and transforming our places. The challenges, opportunities, and risks to delivery in West Yorkshire are outlined in section two of the draft followed by the strategic objectives. The strategic objectives have been agreed as follows:

- SO1 - Develop short, medium and long term investment ready proposals to unlock and accelerate housing delivery and regeneration across West Yorkshire, supporting the region’s levelling up, economic growth and inclusivity objectives.
- SO2 - Realise opportunities to create and grow sustainable neighbourhoods contributing to the region’s net zero carbon ambitions.
- SO3 - Improve the supply of good quality and affordable homes providing greater choice and opportunity for people to access a home in West Yorkshire that meets their housing need.

- 2.4 Focus areas of activity for the SPP have been identified for each of the five West Yorkshire Local Authorities. These locations are those that have been highlighted by Local Authority partners as key strategic housing growth and regeneration projects with the opportunity to have a transformational impact in the district and region. Crucially, the focus area locations are places where public sector intervention is required to; accelerate delivery, to deliver the right mix and quality of homes and they are places where there is collective activity that Homes England, West Yorkshire Combined Authority and Local Authorities can undertake to add value in year one of the Strategic Place Partnership. The identified focus areas are as follows:

- **Bradford** – Bradford City Centre (including Bradford City Village), Holmewood Urban Extension, Canal Road Corridor
- **Calderdale** – Brighouse Garden Suburbs, Halifax Urban Centre, North Halifax
- **Kirklees** – Dewsbury Riverside, Bradley Park, Dewsbury and Huddersfield Town Centres
- **Leeds** – East of Otley, Kirkstall Forge, East Leeds Extension, Leeds Centre/City Centre rim

- **Wakefield** – Castleford Housing Growth Zone, Pontefract, Wakefield City Centre

- 2.5 The focus areas align with the West Yorkshire Spatial Priority Areas in places where there is a significant opportunity for transformational housing growth with the exception of East of Otley. East of Otley has been identified as a focus area of SPP activity due to the investment already committed within the scheme and the need for joined up working across Homes England, Leeds City Council and the Combined Authority to continue to see the scheme through to its delivery.
- 2.6 Combined Authority members are asked to note that whilst the SPP outlines our collective ambition for West Yorkshire, there are significant delivery risks, particularly economic instability and the expectation of a recession, that continue to dampen market certainty over delivery. In the short term much of our collective work will aim to instil confidence in the market and maintain the security of current development pipelines.

SPP Governance

- 2.7 The Strategic Place Partnership in West Yorkshire will be governed by the SPP board comprised of Homes England, Local Authority and Combined Authority partners alongside other key stakeholders from Government departments and the West Yorkshire Housing Partnership. The SPP Board will be responsible for setting the strategic direction of the Partnership and providing a forum for liaison between the parties involved in the SPP.
- 2.8 SPP Board meetings will take place twice per year and will be supported by the Strategic Place Officer Group comprised of local authority housing growth and regeneration teams, Homes England and West Yorkshire Combined Authority officers as the operational group responsible for overseeing the SPP Delivery Plan. The Mayor will chair the SPP Board for the first year. The meetings will take place in private to allow for discussion of commercially sensitive projects to take place openly. The SPP Board will not be decision making in terms of investments as both the Combined Authority and Homes England have current governance structures in place to ensure transparency of investment decisions. The SPP Board will act in an advisory capacity giving oversight to the strategic objectives and focus area activities of the SPP.
- 2.9 A governance diagram to show how the SPP board links to wider Combined Authority and Homes England governance structures is shown below.



2.10 The Terms of Reference for the SPP Board is attached as appendix 2. Letters from the Mayoral Office are currently being drafted to invite the Board Members to convene, preferably in late April 2023.

Next Steps

2.11 Following approval of the SPP Partnership Business Plan by the Combined Authority, it is proposed that the SPP will be formally launched at UKREiiF on 16th May 2023 and the first meeting of the board will take place around a similar time (date to be confirmed). A Memorandum of Understanding is also being developed which will ultimately formalise the commitments of SPP partners to work together.

2.12 Stakeholder engagement meetings have taken place with the West Yorkshire Housing Partnership, Historic England, Government departments (DLUHC and CLGU), internally across Homes England and the Combined Authority, Place Regeneration and Housing Committee and the Mayor. Local Authority partners have taken the responsibility for engaging senior officers and elected members within their respective Councils.

2.13 Alongside the SPP approval process, a SPP Delivery Plan including year one activity across the identified focus areas will be developed. The SPP board will have strategic oversight of the Delivery Plan. Homes England approval of the document will take place alongside the West Yorkshire Combined Authority approval process.

3. Tackling the Climate Emergency Implications

- 3.1 The proposed Strategic Objectives for the SPP include an explicit reference to supporting the region's net zero carbon ambitions highlighting the continued focus on tackling to climate emergency.

4. Inclusive Growth Implications

- 4.1 The focus on supporting good quality housing growth as a key strategic objective for the SPP will support the regions inclusive growth ambitions. Particularly in the context of the cost of living crisis, ensuring housing is affordable and equitable is a key priority across the region and for Local Authority partners.

5. Equality and Diversity Implications

- 5.1 The SPP includes a section relating to Equality, Diversity and Inclusion recognising the duties placed upon public sector bodies to comply with the Equality Act and highlighting that EDI is at the forefront of investment decisions and programme development. The Delivery Plan will include EDI as a key performance measure against all SPP activity and individual projects will be required to undertake an Equality Impact Assessment as business cases are developed for funding.
- 5.2 A stage one Equality Impact Assessment is in development and will be discussed by the SPP Board at the first meeting.

6. Financial Implications

- 6.1 There are no financial implications directly arising from this report. The SPP does not secure direct access to Homes England or Combined Authority investment programmes. Decisions regarding investment remain within the existing governance structures of each respective organisation.

7. Legal Implications

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

8. Staffing Implications

- 8.1 The development of the SPP is being led collectively between the Combined Authority, Homes England, and West Yorkshire Local Authorities. Local Authorities have each contributed officer time and commitment to developing the SPP alongside the CA and Homes England which is key to ensuring the strategic outcomes and actions are embedded and supported across the region. Officer time and support is gratefully received.

9. External Consultees

9.1. The following partners have been directly consulted on the development of the SPP.

- West Yorkshire Housing Partnership
- Historic England
- Government departments (DLUHC and CLGU)
- Internally across Homes England and the Combined Authority
- Place Regeneration and Housing Committee
- The Mayor
- Local Authority Officers. These officers have taken responsibility for briefing senior officers and elected members in their respective councils.

10. Recommendations

- 10.1 That the Combined Authority agrees to enter into the Strategic Place Partnership.
- 10.2 That the Combined Authority approves the Strategic Place Partnership Business Plan.
- 10.3 That the Combined Authority approves the Terms of Reference for the SPP Board.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

Appendix 1 – Strategic Place Partnership – Partnership Business Plan

Appendix 2 – Strategic Place Partnership Board Terms of Reference



Homes
England

West
Yorkshire
Combined
Authority

**West Yorkshire Strategic Place Partnership
Partnership Business Plan (Final Draft – February 2023)**

Homes England and West Yorkshire Combined Authority

Strategic Place Partnership - Partnership Business Plan Executive Summary

The West Yorkshire Devolution Deal (March 2020) set out a commitment to develop a Strategic Place Partnership between West Yorkshire Combined Authority and Homes England. The Strategic Place Partnership is a model developed by Homes England to enable greater collaboration and partnership working at a sub-regional scale recognising those places with ambitious proposals for place-based growth and regeneration.

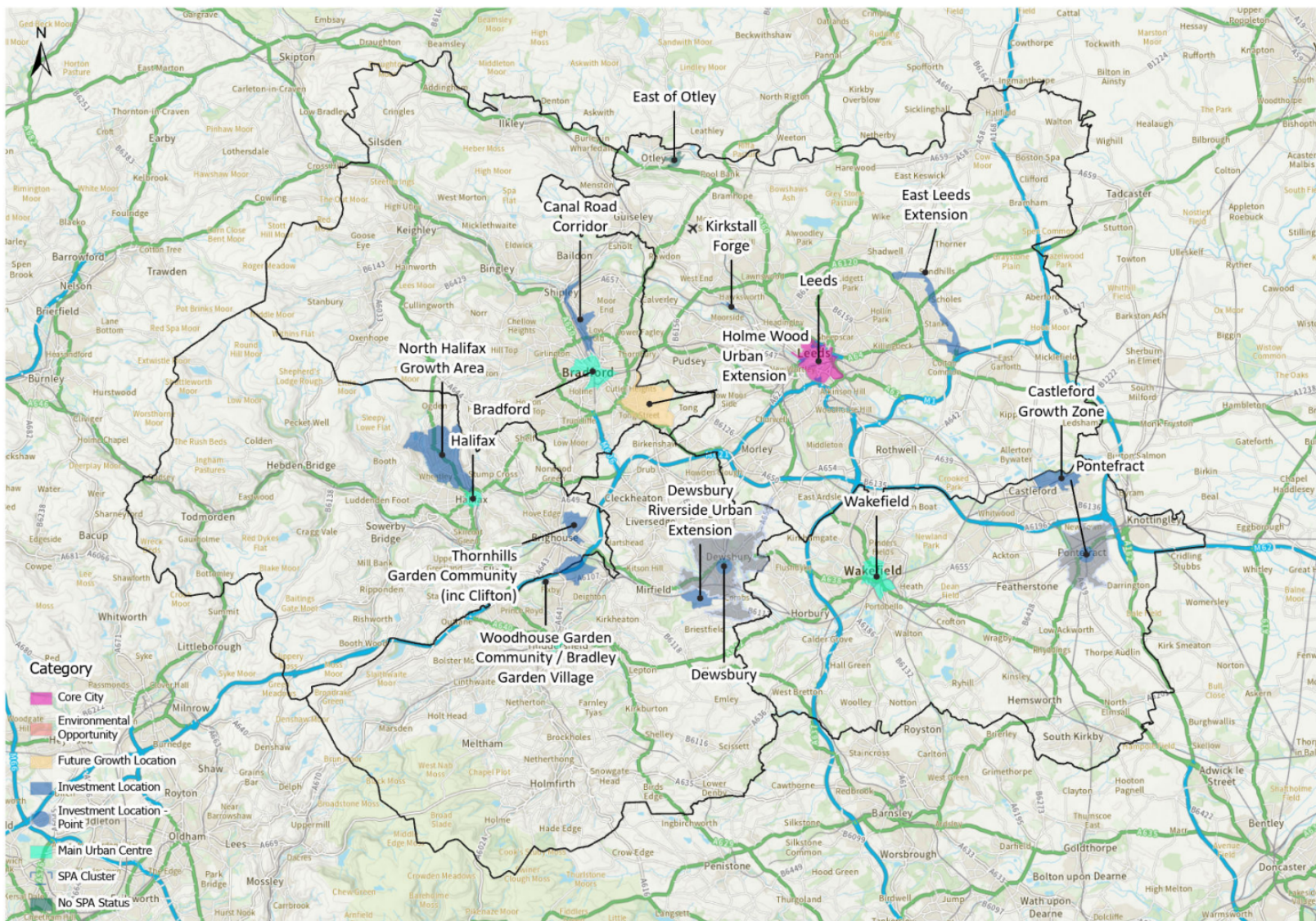
West Yorkshire is a central pillar in rebuilding and rebalancing the national economy as the hub of the North of England. The region has ambitious plans to create and grow vibrant communities and support an ever-growing population, not least through addressing decades of underinvestment in the region. A core element of realising a bold new future for West Yorkshire is the commitment to the development of well-connected places with good quality homes where people choose to live and work. **The shared ambition of this SPP is to realise the untapped potential of West Yorkshire to further contribute to the delivery of much needed new homes as part of a co-ordinated approach to the regeneration and transformation of its places.**

The foundations of the SPP are built on the challenges and opportunities present across the region in improving good quality housing growth and regeneration. We know there are significant challenges around land accessibility, outdated infrastructure, legacy housing stock and affordability. However, we also recognise there is a significant opportunity, through our joint pipeline development work, to take a place-based approach to development, putting people and communities at the heart of the process. Working together, we have identified three strategic objectives of the SPP that support the ambitions of West Yorkshire adding value to the work already happening across the region;

SO1	Develop investment ready proposals to unlock and accelerate housing delivery and regeneration across West Yorkshire, supporting the region's levelling up, economic growth and inclusivity objectives
SO2	Realise opportunities to create and grow sustainable neighbourhoods contributing to the region's net zero carbon ambitions
SO3	Improve the supply of good quality and affordable homes providing greater choice and opportunity for people to access a home in West Yorkshire that meets their housing need.

The West Yorkshire Spatial Priority Areas identify those areas where strategic public sector intervention has the potential to have a transformational impact on our places. The SPP builds on this by identifying those areas with the opportunity to catalyse housing growth and have a real impact towards achieving the SPP strategic objectives. These places are identified as focus areas for the SPP, where collaboration between partners brings added value and coordination towards delivery with specific activities identified for year one of the Partnership.

West Yorkshire Strategic Place Partnership Focus Areas



Homes England and West Yorkshire have a successful track record of working together across a number of key projects and have focussed collaboration to achieve the Mayoral housing pledge ambition over the last 18 months. This SPP take the scale of collaboration to the next level through identifying opportunities across the strategic objectives and focus areas for further joint working. The SPP will add value by:

- Aligning internal resources – drawing on the capacity, capability and expertise of each partner (for example across investment, acquisition, funding, technical expertise and planning) at an early stage in project development, reducing duplication across work streams and focus areas
- Place-based working and alignment of public sector investment – providing joint resource funding expertise across the focus area to develop and position strategically focussed projects as investment ready to access capital funds and realise delivery.
- Formalising the SPP intent through establishing a Memorandum of Understanding and a robust governance structure – bringing senior level engagement to provide strategic direction to the Partnership
- Providing a platform to work with private sector partners who share our values and drive to create great places
- Developing a joint approach to pipeline development, focussed on delivery and unlocking projects that demonstrate market failure

The SPP Partnership Business Plan will be underpinned by a Delivery and Implementation Plan across all the strategic objectives and focussed delivery plans for each of the strategic objectives. The Strategic Place Partnership Board brings together senior representatives from the Combined Authority, Homes England and Local Authorities to set the strategic direction for SPP intervention. The Board will act in an advisory capacity with investment decisions being taken within the existing governance structures of the relevant partner of the SPP.

West Yorkshire Strategic Place Partnership Business Plan – Final Draft

1.0 Introduction

1.1 A Strategic Place Partnership for West Yorkshire

West Yorkshire, home to 2.3 million people and an economy of £57.9 billion, strives to be a place that is prosperous, well connected, safe, inclusive and a hotbed of creativity and sustainability. West Yorkshire Combined Authority (WYCA), which brings together the local authorities of Bradford, Calderdale, Kirklees, Leeds and Wakefield, is working in partnership with key stakeholders; including Homes England, to achieve this vision.

Recognising the ambition and potential of increased collaboration between West Yorkshire and Homes England, the West Yorkshire Devolution Deal (March 2020) laid the foundations to develop a Strategic Place Partnership (SPP) with Homes England. This builds on our shared ambitions including to:

- Increase the delivery of good quality new homes and deliver affordable homes in the right places;
- Create the tipping point for private sector investment in transformation and regeneration; and
- Ensure sustainable growth with a focus on tackling the climate emergency.

Good quality housing is crucial to achieve successful economic growth and regeneration. However, the SPP is not focused on simply building more homes. There is a recognised need for long term commitment in creating investible and sustainable places through shared approaches to visioning and planning, assembling and de-risking land, investing in connectivity and community infrastructure, ensuring tenure choice, diversifying the market through supporting new housing developers, including community housing providers, to enter the market and taking a patient approach to unlocking value through a comprehensive place-based approach. Establishing common priorities and progressing a shared pipeline of projects, sites and interventions is central to this.

Homes England and West Yorkshire Combined Authority are together forming the SPP to deepen their partnership and unlock the delivery of regeneration and housing growth in the region. The SPP will provide additional resources across the partnership to focus on the priorities set out in this Partnership Business Plan (PBP). The plan will set out our commitment to work together on short, medium and long-term activity that will stimulate progress and secure delivery across a regional pipeline of key place-based projects.

Realising the full potential of West Yorkshire can only be achieved through enhanced collaborative working across the public and private sector, and by developing relationships between local, regional and national levels of government. The SPP recognises and builds on our strong existing partnerships and sets a clear framework for the next three years, and beyond, that will guide our organisational relationships and mould our shared commitments to housing growth, transformation and regeneration across West Yorkshire.

2.0 Housing and Regeneration in West Yorkshire

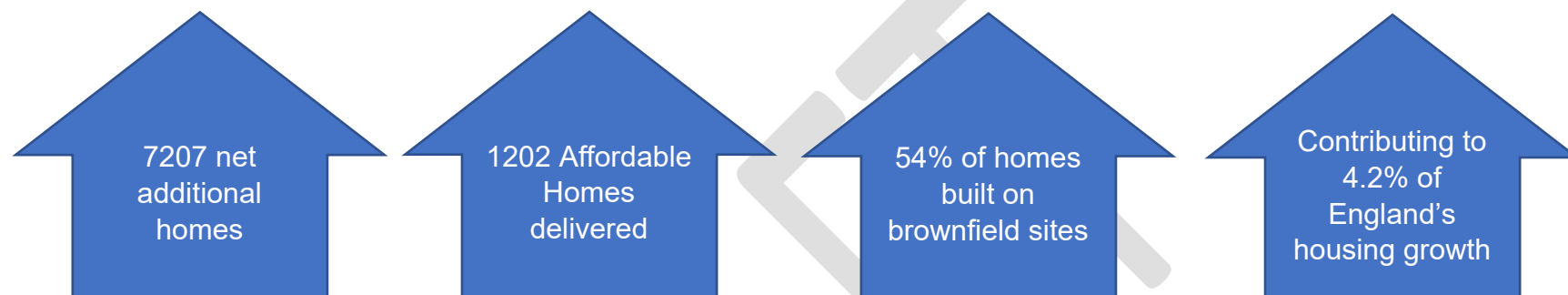
2.1 The Ambition

West Yorkshire is key to re-building and rebalancing the national economy, enabling the North of England to contribute fully to, and benefit from, national economic growth. Collectively the region has ambitious plans to expand the economy and support a growing population, not least through addressing years of underinvestment in the regions transport system through a bold new strategy that will see Mass Transit at the core of much improved connectivity. The Strategic Economic Framework, outlines the vision for West Yorkshire to be *'recognised globally as a place with a strong, successful economy where everyone can build great businesses, careers and lives supported by a superb environment and world-class infrastructure'*

A core element of realising the vision for West Yorkshire is the commitment to support the development of well-connected neighbourhoods with good quality homes, in places where people want to live. The shared ambition of this SPP is to realise the huge untapped potential of West Yorkshire to further contribute to the delivery of the much-needed national supply of new homes and meet the diverse needs of the region's residents and communities, as part of a co-ordinated approach to the regeneration and transformation of its places. Developing broader, diverse and functioning housing markets will not only enable us to meet needs but it will also underpin the economic growth required to level up the country.

Following a national dip in construction levels during the global pandemic, the region has recovered well with development bouncing back to pre-covid levels in 2021/22. This has in-part been a product of a positive plan-led approach to development and strong market performance in core locations with private sector-led delivery. It is also a result of a proactive programme of affordable housing delivery through local authority, Registered Provider and Homes England partnerships and investments, and a concerted approach to area-based regeneration that has established a clear and successful public sector role in accelerating housing delivery.

West Yorkshire Housing Delivery 2021-22



31

Since its inception in 2014 West Yorkshire Combined Authority has developed and implemented programmes of support and funding, including the Local Growth Fund and more recently the Brownfield Housing Fund, that have actively engaged the private sector and local authorities to work together and accelerate housing delivery. The devolution deal and election of the first Mayor of West Yorkshire in May 2021 cemented the regional ambition for delivering good quality and affordable housing. The Mayor has committed to supporting the delivery of 5000 affordable and sustainable homes across West Yorkshire by working in partnership with local authorities, Homes England and other private and public sector partners that share the same ambition and drive for inclusive and clean growth.

The aims and objectives of the Combined Authority align firmly with Homes England's overarching mission to create a more resilient and diverse housing market by working with partners to unlock delivery and increase housing supply. As Homes England respond to the Levelling-Up agenda through a new Strategic Plan (anticipated early 2023) the ambitions are expected to further align with an enhanced focus on regeneration and the creation of high quality, sustainable and beautiful homes and communities. This is about more than making homes happen – it is a focus on creating sustainable, distinctive and thriving places that foster a sense of community and pride and can better connect people to employment opportunities, providing the amenities they need. Through this SPP Homes England has identified that West Yorkshire is a place with this as a shared ambition to focus on.

2.2 The Challenges

The key housing challenges for West Yorkshire are at the heart of the SPP and will drive forward our collective actions:

<p>Land Availability There are large variations across the region in terms of land availability and particularly the availability of brownfield land. Prioritising delivery on brownfield land is a key part of our strategy given it's often sustainably located in existing urban areas, well connected to current and emerging transport networks. Our industrial legacy means that brownfield land requires remediation and land is often in multiple ownerships. Over half of the joint Strategic Housing Pipeline is on brownfield land and the Brownfield Housing Fund is providing £89m of funding to help unlock some of these sites. However, we know further investment and collaboration will be needed to meet the regions longer term ambitions.</p>	<p>Infrastructure Significant legacy challenges in terms of outdated infrastructure exist and have a huge impact on the public purse hampering our ambition to level up. The region is accelerating its activities to introduce Mass Transit and improve the wider transport network, unlocking key sites for housing growth. However, to realise the potential, significant funding is needed to deliver strategic infrastructure where the market cannot act alone. This calls for joined up thinking and development at an early stage. Whilst we are already working collectively across several projects, there is more to do to attract and secure the investment needed and create sustainable places to live.</p>
<p>Affordability When compared on an income to value ratio nationally, West Yorkshire has affordable house prices. Yet this masks significant affordability issues failing to take into account entrenched patterns of deprivation and wider cost of living factors including, crucially, the cost of transport. The geographic diversity of West Yorkshire has an impact on connectivity and consequently on the locational choices households face when balancing where they live and work. These affordability pressures need to be taken into account to deliver the right mix of homes that meet the needs of communities and the economy.</p>	<p>Legacy of Poor Quality Pre-1919 housing is predominant in the core of many urban areas across the region. Although parts of the larger inner-city areas have been extensively re-developed the age of stock in West Yorkshire is still above the national average. Poor-quality homes and outdated surrounding infrastructure lead to poorer health and well-being outcomes for residents. Much of this stock is in the private sector with rental levels underpinned by welfare support.</p>
<p>Ageing Population The proportion of people aged over 65 is projected to grow particularly in the north of the region which already has a higher proportion of older people compared to the rest of West</p>	<p>Fragile Markets and Viability Whilst lower house prices in many parts of West Yorkshire may be perceived as demonstrating affordability, this creates a significant challenge in attracting developers and investors</p>

Yorkshire. As life expectancy increases, there is a challenge to ensure that homes are fit for purpose in terms of location and adaptability. The Leeds City Region Housing Need Study identified that the substantial growth in older households is likely to change the new build market and create more competition for mobile families and young workers. Rethinking where, how and the type of homes we build is central to supporting a growing and ever-changing population in West Yorkshire.

where market values are far lower than in other parts of the country. Combined with remediation, land assembly and strategic infrastructure costs this can impact on the deliverability of strategically important development projects. The public sector has an important role to play, working collectively to identify place and site-based solutions to accelerate good quality and transformational housing growth.

DRAFT

Beech Hill is a key strategic project in a prominent position to the North of Halifax town centre. The regeneration of Beech Hill is a transformational project which aims to create a sustainable, residential neighbourhood of choice through a combination of new development (Phase 1) and the improvement to existing residents homes (Phase 2). Beech Hill is one of the strongest examples of partnership working in action demonstrating the need for joint public sector investment to reinvigorate the community.

Prior to the commencement of the project, Beech Hill consisted of three disused tower blocks and a site with complex contamination issues. The demolition of the blocks was one of the largest asbestos removal contracts in the UK in 2019 costing nearly £7m alone. If it wasn't for cross-subsidy provided through the partnership, public sector funding and commitment and ambition from the Beech Hill Project Board redevelopment would not have been possible.

Phase 1 is now on site to deliver 106 new affordable housing site, developed by Together Housing a key partner in the delivery of Beech Hill. Phase 2, also now on site delivers a comprehensive package of improvement works to the external fabric of 70 existing homes, to ensure no resident is left behind in the regeneration of the area.

Calderdale Council, the Combined Authority, Together Housing, Homes England, central Governments and private landlords in the area collectively contributed over £25m across both phases to see the regeneration of Beech Hill through to its outcomes.

2. The Opportunities

In Focus: Beech Hill, Halifax



Image: Beech Hill Phase 1

Credit: ESH Construction

There is a strong appetite to increase the pace and scale of good quality housing delivery across West Yorkshire. Across the five Local Planning Authorities adopted or

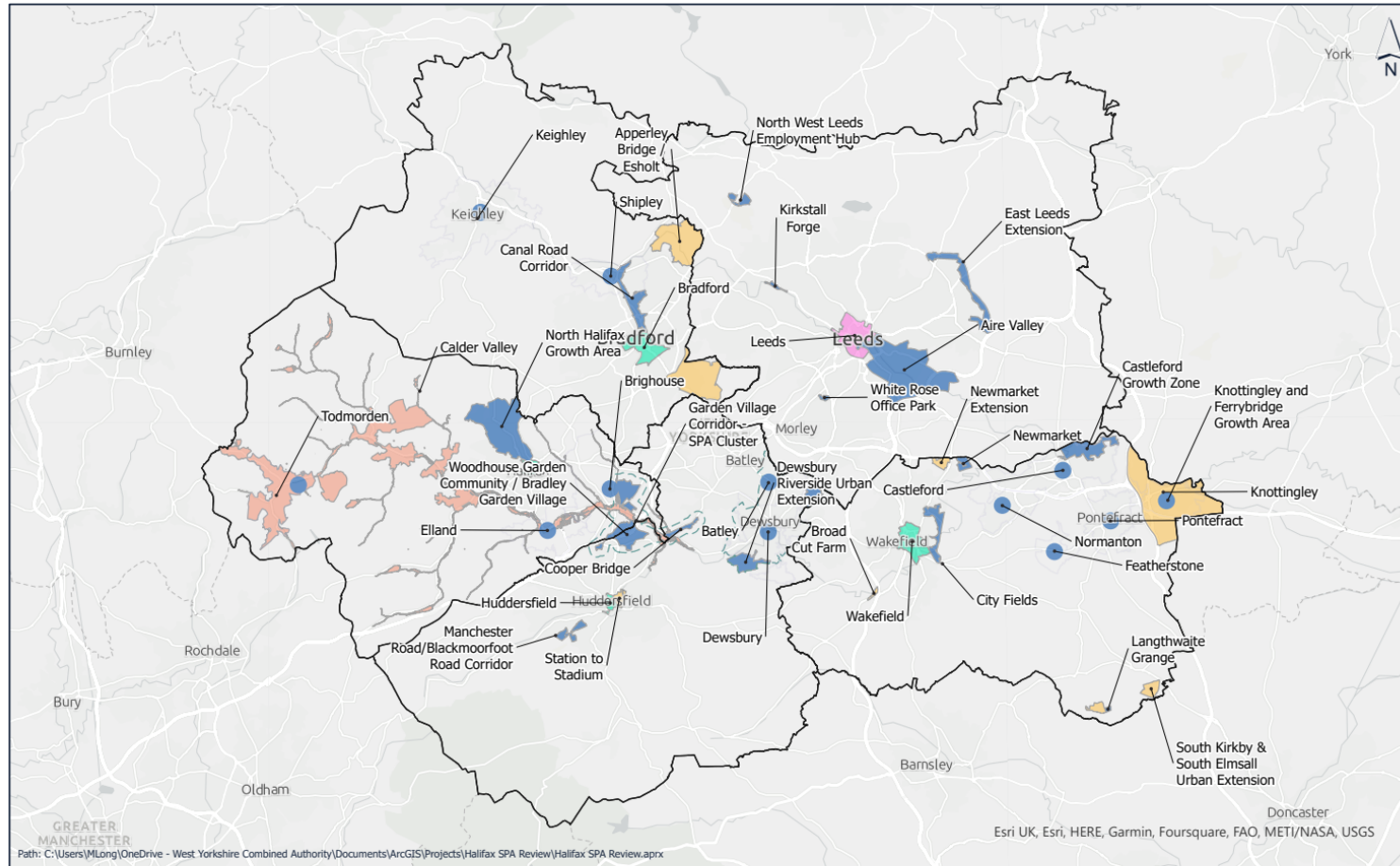
emerging Local Plans there is indicative capacity for over 100,000 homes to come forward. These housing sites are allocated to deliver over a 15-year period and a large proportion are to be delivered on sustainably located brownfield land.

Spatial Priority Areas and West Yorkshire Strategic Housing Pipeline

Opportunities for growth are identified within the West Yorkshire Spatial Priority Areas (SPAs) and within the joint Homes England and West Yorkshire strategic housing pipeline. The strategic housing pipeline is a dynamic tool that represents the housing growth opportunities that most strongly align to the Combined Authority and Homes England's strategic objectives, which require a range of interventions to move forward into delivery. Whilst the opportunities within the pipeline are constantly under review as new opportunities emerge and existing sites move into delivery, currently the joint strategic housing pipeline has the capacity to deliver over 38,000 new homes.

The SPAs have been identified in partnership between WYCA and its constituent local authorities and reflect local priorities. The SPAs align with the SPP strategic objectives and the themes underpinning them.

Spatial Priority Areas (2023)



Name: SPAs - West Yorkshire
 Scale: 1:304,618
 1 centimeter equals 3 kilometers
 Date Exported: 09/12/2022 13:18

Category	Investment Location	Environmental Opportunity
Core City	Investment Location - Point	SPA Cluster
Main Urban Centre	Future Growth Location	



Strategic Infrastructure and Place Making

The significant plans and ability to realise further potential for housing growth across the region are strongly aligned with the rapidly evolving plans to transform connectivity in West Yorkshire. It is recognised nationally that the integration of Mass Transit in West Yorkshire will have a transformational impact for people, communities and places. The proposals, supported by current investment of £200 million from the Department for Transport, will provide high speed, greater capacity and direct connectivity. These will link together existing and future employment sites, areas of housing growth and current housing and support regeneration. Alongside Mass Transit, wider schemes at a local and national level such as Northern Powerhouse Rail, mean that new sites for housing growth are identified in places that offer people an excellent quality of life which are easily accessible reducing the need for car use, creating greener places, that support active environments. The SPP provides a clear framework for local and national government to develop a genuinely joined up approach to place-making creating a platform for investment and developer confidence in achieving delivery at scale.

The housing pipeline is already recognising and building on these opportunities in places such as Dewsbury Riverside, Halifax Town Centre, Bradford City Village, Castleford Growth Zone and Leeds City Centre and City Rim. Place based development is central to the mission of this SPP and will build on the good work already underway through significant investment coming forward using a range of funding mechanisms such as the Towns Fund, Levelling Up Fund and Future High Street Fund. The SPP will apply the learning from programmes such as these and capitalise on the significant investment and place-based development that is already in train, taking a long-term view to building markets and places.

Dewsbury Riverside is a key element of a regionally significant growth initiative, unlocking the area's potential to become more prosperous offering new jobs and homes.

Identified as one of the early West Yorkshire Spatial Priority Areas, Dewsbury Riverside has the capacity to delivery up to 4000 new homes alongside crucial infrastructure and a thriving new local centre including retail, community, health and education facilities. The overall project will address the local, regional and national shortage of housing, whilst contributing to the wider regeneration of the area.

Dewsbury Riverside is a live example of where public and private sector partners are coming together at the early stages of project inception to shape the development of a transformational new community. Kirklees Council, Homes England and West Yorkshire Combined Authority have worked together each providing resource and capacity to develop and submit the first phase planning application that was unanimously approved in November 2022.

Through collaboration, project delivery risks are shared among partners and work is ongoing to refine the masterplan focussed on wider infrastructure delivery programme. Dewsbury Riverside has demonstrated the value of working together at an early stage in shaping the development programme. As a project with fragmented land ownerships and challenging site conditions, its delivery is challenging and time consuming. Nevertheless, joint commitment from partners demonstrates the delivery potential to both communities and private investors to not only bring forward new homes but a revitalised community.

In Focus: Dewsbury Riverside, Kirklees



Image: Dewsbury Riverside

Credit: MACE

Strong Partnerships

We recognise that as public sector partners, we can't achieve our vision for housing growth alone. Collectively, Homes England, the Combined Authority and the five Local Authorities have established strong relationships with proactive housing associations, investors and developers. Our joint focus is to provide the right homes in the right places where people choose to live, central to that is ensuring homes are affordable for people across all communities. The West Yorkshire Housing Partnership, bringing together 14 proactive housing associations, is a key partner in delivering the ambitions and objectives of this SPP with a track record of delivering good quality and affordable housing. By working closely together, we have identified projects where joined up intervention is needed. The SPP offers a framework to strengthen our relationships with private sector partners, and establish new partners with housing developers and providers, to diversify the housing offer and respond to the diverse housing market characteristics across the area.

Leeds City Centre is one of the most exciting and sustainable growth locations in the region and a hive of regeneration and development opportunity that is revolutionising the employment, leisure, and housing offer in the heart of Leeds. Ensuring the right mix of housing types and tenures delivered in the City Centre is essential to Leeds Core Strategy.

The Guinness Partnership are currently on site building the first phase of 311 homes at their new Points Cross development. Points Cross will deliver 928 homes of mixed tenure, including the first affordable homes supported by the Combined Authority's Brownfield Housing Fund and Homes England's Strategic Partnership funding.

The Guinness Partnership and United Living are also working in close partnership with local Colleges including The Leeds College of Building, Leeds City College, UTC Leeds and The Ruth Gorse Academy to support a cohort of apprentices, and work placements and deliver industry career sessions during the construction phase, which is scheduled to be completed by Autumn 2023.

Points Cross was the first scheme to enter the Brownfield Housing Fund programme and the first to effectively utilise Homes England and Combined Authority funds together to accelerate housing delivery. The scheme supports national, regional and local policy, taking a 'brownfield first' approach and building on the sustainable growth and placemaking design principles outlined in the South Bank Redevelopment Framework. Importantly, the scheme would not have been unlocked without the ability to use dual funding streams and bringing together partners to deliver affordable homes at pace.

In Focus: Points Cross, Leeds



Image: Points Cross Leeds (CGI)

Credit: The Guinness Partnership

Pontefract Dispensary is the last remaining building on the Pontefract General Infirmary complex and a key part of the realisation of the Pontefract Vision and Masterplan. Through the Masterplan the Council is looking to introduce bold, visionary and transformational change to Pontefract in order to safeguard its heritage and unique offer within the Wakefield district while making sure that it can meet the challenges of the 21st century.

The Dispensary site, owned by Mid-Yorkshire NHS Foundation Trust, comprises of period buildings dating back to the 19th Century, cleared brownfield land and below ground a Grade I listed hermitage. The project is complex with a key heritage asset at its core which is essential to safeguard in the history of Pontefract.

Wakefield Council, West Yorkshire Combined Authority, Homes England and Historic England have been working together with the Trust, bringing together skills, expertise and resource funding, to identify a way forward which will support regeneration through the delivery of new homes, meeting local needs and ambition, alongside preserving the Grade I listed hermitage.

Work to date has involved undertaking detailed feasibility and site assessment work across the entire site, including unique structural survey work to the hermitage, that support and inform the identification of an appropriate delivery strategy.

2.4 The Risks The

In Focus: Pontefract Dispensary, Wakefield



Image: Pontefract Dispensary Building

Credit: Pearce Bottomley Architects

opportunity in West Yorkshire is considerable but there are a number of delivery risks, many of which reflect the national position. It is critical the SPP acknowledges

these risks, monitors them and seeks to mitigate where possible. Key risks include:

- Economic downturn – Given the current economic context, recession poses a significant risk to delivery across the country, particularly exacerbating existing viability challenges.
- Partners capacity to deliver –Registered Providers have highlighted a number of factors which have the potential to reduce their headroom for the delivery of new housing and the challenge of retrofitting existing homes. The capacity for construction partners also remains a challenge.
- Construction cost inflation – Whilst signs indicate cost inflation is beginning to plateau, this remains a risk coupled with delays within the supply chain particularly around material and trade availability.
- Funding availability – Critical to delivery is the availability of funding tailored to local needs which can unlock challenging and complex brownfield sites. This includes longer term certainty and realistic investment/return timescales. The current economic climate makes it increasingly challenging to create funding certainty and market confidence.
- Capacity and skills across the sector – Partners at all stages of the development process have identified the risk of a skill shortage leading to resourcing issues, specifically Local Authority capacity..

3.0 Place Based Delivery

3.1 The West Yorkshire Strategic Place Partnership Strategic Objectives

The Strategic Objectives will support the ambitions of West Yorkshire and address the challenges and opportunities outlined in section two. The objectives will add value to the work we are already doing across West Yorkshire through a range of solution focussed activities that are outlined as follows:

Strategic Objective	Why?	SPP Added Value
SO1. Develop investment ready proposals to unlock and accelerate housing delivery and regeneration across West Yorkshire,	Ensure that West Yorkshire is in the best possible position to secure investment to unlock, accelerate and	<ul style="list-style-type: none"> • Clear place-based narrative through the Partnership Business Plan, enabling a place-based conversation with key stakeholders including Government and delivery partners in the private and public sector.

<p>supporting the region's levelling up, economic growth and inclusivity objectives</p>	<p>sustain housing delivery and regeneration.</p>	<ul style="list-style-type: none"> • Joint prioritised pipeline of housing and regeneration schemes (short, medium and longer-term opportunities) which require intervention to be unlocked alongside enabling infrastructure investments such as road, rail, bus, education, health, green and open spaces to shape investment plans at local, regional and national levels. • Regular joint pipeline reviews to reflect the dynamic nature of the pipeline. • Alignment of revenue funding and pooling of skills/capacity/expertise around areas of focus to progress the pipeline, maximising the impact of the intervention. • Joint engagement in pipeline schemes at all stages of the development process and exploration of all tools – from unlocking with funding to skills/capacity/expertise (e.g. where the early supporting landowner collaboration will unlock). • Clear intervention plans for pipeline priority schemes and business case development where appropriate. • Clear feedback loop into Government through the SPP governance to enable influencing and shaping of policy and tools to address the place-based challenges facing West Yorkshire, allowing for greater impact of funding to unlock the housing delivery pipeline
<p>SO2. Realise opportunities to create and grow sustainable neighbourhoods contributing to the region's net zero carbon ambitions</p>	<p>To maximise the opportunity of housing and regeneration to the creation of sustainable communities and addressing the climate emergency.</p>	<ul style="list-style-type: none"> • Identify 'off-site' place and community infrastructure requirements that will unlock and support the development of housing sites and consider funding/phasing needed to support sustainable growth. • Supporting longer term opportunities linked to sustainable infrastructure from the outset, with deployment of skills/expertise/capacity where it can add value. • Targeted joint engagement with developers and local supply chains to support the delivery of low carbon homes and technologies.

		<ul style="list-style-type: none"> • Supporting integrated strategies for housing growth, regeneration, zero carbon new build, retrofit and adaptive reuse of existing buildings. • Identification of opportunities for start-up, expansion and investment in new businesses delivering low carbon and modern methods of construction within the region. Learn from and support the roll out of lessons from ‘what works’ in delivering high environmental performance construction and housing specification. • Development of new social value policies and strategies and education courses linked to zero carbon housing growth and regeneration priorities and resulting workforce development opportunities. • Supporting the West Yorkshire Housing Partnerships’ collective exploration of Modern Methods of Construction initiatives.
<p>SO3. Improve the supply of good quality and affordable homes providing greater choice and opportunity for people to access a home in West Yorkshire that meets their housing need.</p>	<p>Addressing housing needs in West Yorkshire and supporting the improvement of health, wellbeing and economic outcomes for residents.</p>	<ul style="list-style-type: none"> • Focussed ongoing sharing of intelligence on the housing market, needs and supply across West Yorkshire, piloting an information exchange approach with Homes England. • Joint endeavour to make the case for investment and tools for increasing the scale of delivery, including consideration of the whole public sector costs, and the critical role placemaking contributes to this. • Identification of opportunities for the delivery of affordable homes through the joint pipeline, including where affordable homes could be maximised. • Ongoing collaboration with key partners such as the West Yorkshire Housing Partnership and Homes England Strategic Partners working in West Yorkshire to identify strategic blockages and opportunities for intervention. • Targeted joint engagement with developers and local supply chains to support the delivery of affordable homes.

- Enabling an increase in housing quality across West Yorkshire through supporting good design standards which supports better health and wellbeing of communities.

3.2 Alignment with WY and LA spatial priorities

The success of our region as a whole is dependent on all places being supported to thrive and there is a need to understand how their investment, development and housing markets perform, to develop the right solutions that will facilitate investment and deliver sustainable development and neighbourhoods which meet the needs of all the region's residents and communities.

Our cities and major towns are engines of economic growth offering businesses access to skilled workers, transport and digital infrastructure and high concentrations of knowledge-based companies. They also have a robust cultural offer and provide a strong physical representation of the identity of our places;

- **Leeds** is the Core City of our region, with significant ongoing housing growth and is at the heart of the economy offering a diversity of employment opportunities, extensive public transport networks and access to a vast array of cultural assets and experiences, including a strong retail core.
- **Bradford** is closely connected but distinct as a major city, with the fastest growing working age population outside of London and is one of the youngest cities in the UK, with major infrastructure-lead growth plans alongside a significant opportunity to bring historic buildings back into use.
- The city of **Wakefield** and its '**Five Towns**' have strong links to region's industrial past but have rapidly developed economic strengths related to their location at the core of national logistics networks, with a strong cultural offer and primed with land availability for further housing and employment growth.
- **Calderdale** and **Kirklees** have a varied landscape of urban and rural areas, with dispersed towns and villages, excellent quality of life and notably high quality historic built environments.
- **Halifax** is defined by its Victorian architecture and strong industrial heritage.
- **Huddersfield** and **Dewsbury** have a strong manufacturing, engineering and textile economies and are both well located across the trans-Pennine transport routes.

Bradford reflects its rich industrial heritage with many of the Victorian industrial buildings remaining in the city. Some of these buildings require public support to be brought back into productive use and the Council have worked alongside building owners, developers, Historic England, West Yorkshire Combined Authority and Homes England to enable this.

Examples of transformation include the refurbishment of the iconic Conditioning House, a Grade II Listed Victorian warehouse building in the Forster Square Regeneration Area. The scheme delivered 150 new homes and 1500m² commercial space to accommodate small local businesses. The refurbishment has been supported by £1.5 million of Local Growth Fund through the Combined Authority and levered £12.9m private sector investment.

In other parts of the city, Homes England have been a proactive partner in the refurbishment and conversation of significant assets. For example, Homes England development finance through the Home Building Fund supported the conversion of the Grade II Listed former mill buildings Empire House and Manor Row to create 154 new homes.

There are many other opportunities for the redevelopment of existing building across Bradford and other parts of the region, many of which are identified within the focus areas of the Strategic Place Partnership and will benefit from closer joint working between public sector partners to realise delivery.

West

In Focus: Heritage Buildings, Bradford



Image: Conditioning House, Bradford

Credit: Priestley Homes Bradford Limited

Yorkshire partner local authorities have signed up to a Statement of Common Ground which commits partners to a number of matters including ensuring that housing and employment growth are planned holistically to

ensuring alignment and sustainable growth patterns of development. WYCA has developed key priorities aligned to this commitment that are set out in the regions Housing Vision as follows:

- To create revitalised urban living, by repurposing towns and city centres as residential hubs centred around an excellent public transport offer;
- To contribute to the targets around carbon reduction and green infrastructure;
- To better co-ordinate and align investment in infrastructure e.g. transport, digital, flooding, housing to achieve more holistic outcomes for residents;
- To be business facing – for example, through supporting SMEs to become more active in building new homes supporting the expansion of the MMC sector; and
- To strengthen partnership working, for example with Homes England, Housing Associations and the private sector to drive forward development on strategically important sites.

The aforementioned SPA locations align with the spatial priorities identified in respective Local Plans and are broad areas within which specific sites will be identified these sites are the focus of work in West Yorkshire on the strategic housing pipeline. The following “places on a page” set out the context and spatial focus for each Local Authority.

47

Key Contextual Facts

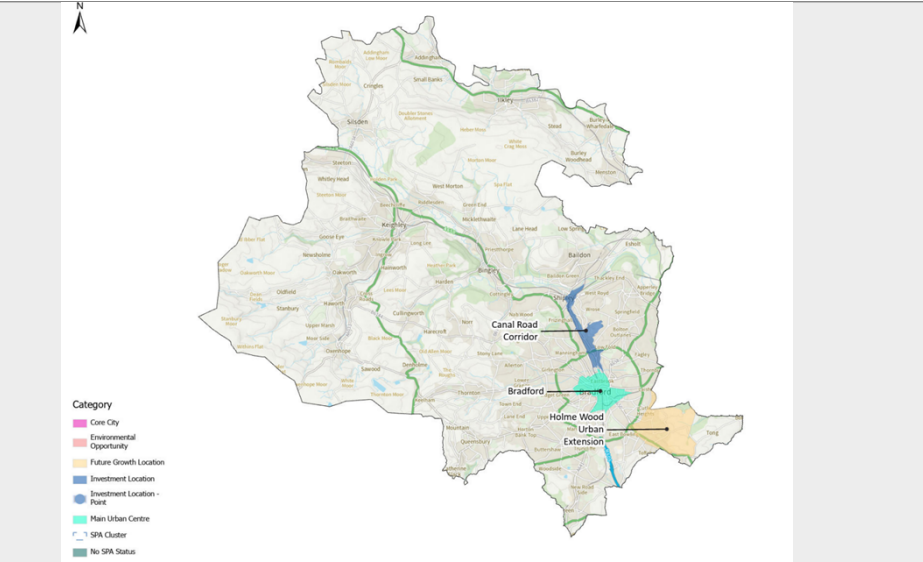
- Population of 543,128 with 76.2% economically active
- Projected 6% population growth, and 12% household growth
- 21st most deprived Local Authority in England and 34% of Lower Super Output Areas in the 10% most deprived areas.
- Current delivery at 74% of housing need

Local Plan Status

The Core Strategy and two Area Action Plans for the City Centre and Shipley and Canal Road Corridor areas were adopted in 2017. Bradford's emerging Local Plan (Regulation 18 stage) sets out the strategic ambition for the district over the next 18 years, it also contains a list of potential site options for future development. The submission version of the Local Plan (Reg 19) will be published in 2023. The strategy underpinning the Plan focuses on allocating land, which supports the three sustainable development objectives set out in the National Planning Policy Framework (NPPF), supporting regeneration and/or seeking development on previously developed land.

Housing Growth and Regeneration Focus Areas

In alignment with the identified SPAs, the emerging Plan focuses growth on Bradford, the Canal Road Corridor and the key urban centres of Airedale – Keighley, Bingley and Shipley. All of these areas have a requirement to provide a strong focus for local communities. The expansion of Bradford city centre to include the Southern Gateway is the focus for new growth, anchored around and anticipated to be stimulated by the opportunities for the major investment in high-speed rail and a new mass transit system. This is expected to enable improved active travel connections and a co-ordinated approach to city masterplanning. Key hubs located on the Airedale rail line such as Keighley, Bingley and Shipley will be supported to ensure the growth of the local economy, increased housing supply and development of the social infrastructure of the community are all inter-related.



Focus Areas for SPP Activity

- Bradford City Centre – revitalising the city centre housing offer includes:
 - Bradford City Village - re-purposing the former retail/trading heart of the city centre to create a city village – a green healthy and sustainable neighbourhood with 1000 new homes.
 - Forster Square Regeneration Area (Bradford City Centre) – opportunity for public / private partnership to deliver 900 new homes adjacent to transport hub
 - Southern Gateway – significant mixed use growth opportunity extending to the south of the centre with capacity to delivery 2500 new homes
- New Bolton Woods Regeneration Area– 1,200 new homes
- Holme Wood Urban Extension - potential opportunity through the emerging local plan / development framework for up to 2,000 homes through a multi-agency collaboration approach

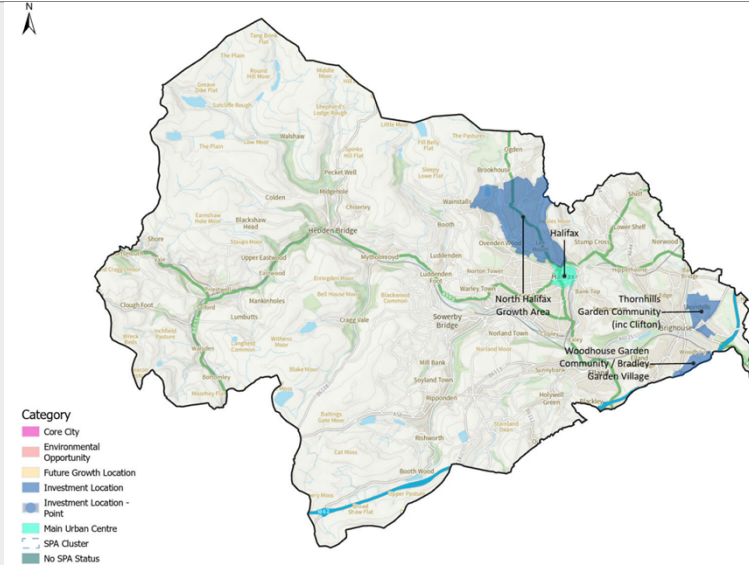
Key Contextual Facts

- Population of 211,439 with 78.2% economically active
- Projected 4% population growth, and 11% household growth
- 76th most deprived Local Authority in England and 16% of Lower Super Output Areas in the 10% most deprived areas.
- Current delivery at 55% of housing need

Local Plan Status

The Local Plan Publication Draft was published in August 2018 and subject to public examination between 2019 and 2021. Consultation on Main Modifications to the Plan have recently been completed and it is expected that the plan will be adopted in 2023.

The plan (as modified) sets out a requirement of 14,950 new dwellings over the plan period 2018/19 to 2032/33 of which 10,469 will be on 141 allocations.



Housing Growth and Regeneration Focus Areas

Housing growth is concentrated around Brighouse, Halifax and Elland. Most significant are two new garden suburbs east of Brighouse consisting of approximately 3000 homes plus supporting infrastructure. Brighouse Town Centre has been awarded £19.1m as part of the Towns Fund Programme, along with £17.5m* for Todmorden.

Halifax town centre is a Main Urban Centre with housing development focussed on brownfield sites through the Halifax Living project. Other improvements are being funded through the Future High Street Fund (£11.7m) and Levelling Up Fund. This is matched by improvements to public transport infrastructure.

Road links within the Borough and to Bradford and Huddersfield will be improved as well as environmental resilience being key.

Focus Areas for SPP Activity

- Brighouse and the Garden Villages Spatial Priority Area, capacity for 3000 new homes; infrastructure improvements to support the garden villages and other housing and economic development
- Halifax Town Centre, predominantly brownfield sites to support over 700 new homes; environmental improvements to support the towns role as a Main Urban Centre
- North Halifax, identified as housing growth opportunity area for approx. 1600 homes; Infrastructure and environmental improvements to support the scale of housing development proposed

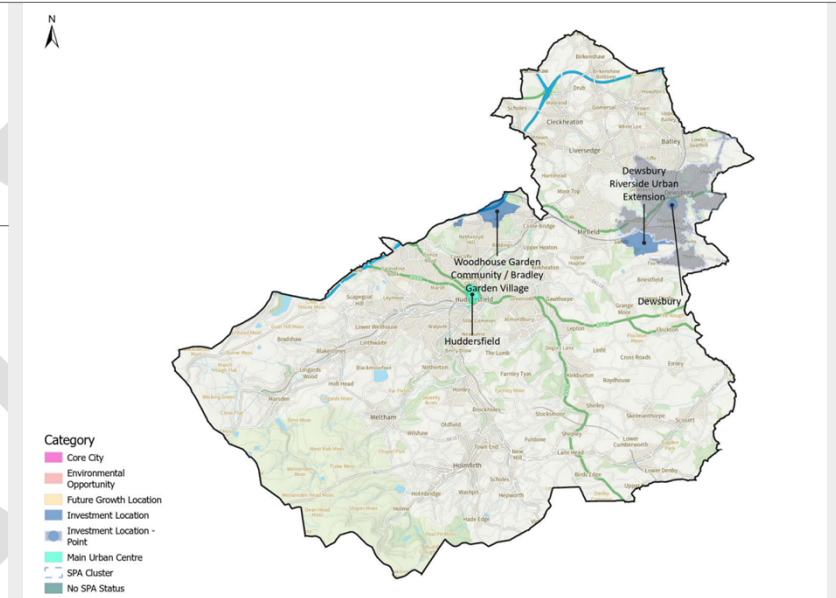
Kirklees Place on a Page

Key Contextual Facts

- Population of 441,290 with 75.4% economically active
- Projected 6% population growth, and 11% household growth
- 87th most deprived Local Authority in England and 12% of Lower Super Output Areas in the 10% most deprived areas.
- Current delivery at 87% of housing need

Local Plan Status

Kirklees Local Plan was adopted in February 2019. The Local Plan sets out the strategic vision and delivery framework for sustainable housing and job growth alongside key environmental and infrastructure requirements across the district. The plan sets out a requirement of 20,067 new dwellings over the plan period.



Housing Growth and Regeneration Focus Areas

Housing growth is focussed on the emerging urban extension sites with the Local Plan at Bradley Park, Chidswell and Dewsbury Riverside. Other areas, sites and Strategic Priority Areas are also important in the delivery pipeline for both housing growth and regeneration. These include the West Huddersfield Housing Gateway around Crosland Moor.

The Huddersfield and Dewsbury Blueprints set out the plans for key town centre regeneration schemes, including town centre living opportunities. These plans align with other regeneration and infrastructure projects and funding sources including the Trans Pennine Route Upgrade, Levelling Up Funding, Towns Fund, HAZ funding, WYCA transport, brownfield housing and housing revenue funds

Focus Areas for SPP Activity

- Bradley Park – sustainable urban extension of c. 2000 homes
- Dewsbury Riverside – sustainable urban extension of c.4000 homes
- Huddersfield and Dewsbury Town Centres – revitalising town centres and heritage buildings
- Chidswell – Mixed use development opportunity with capacity for c.2000 homes

Leeds Place on a Page

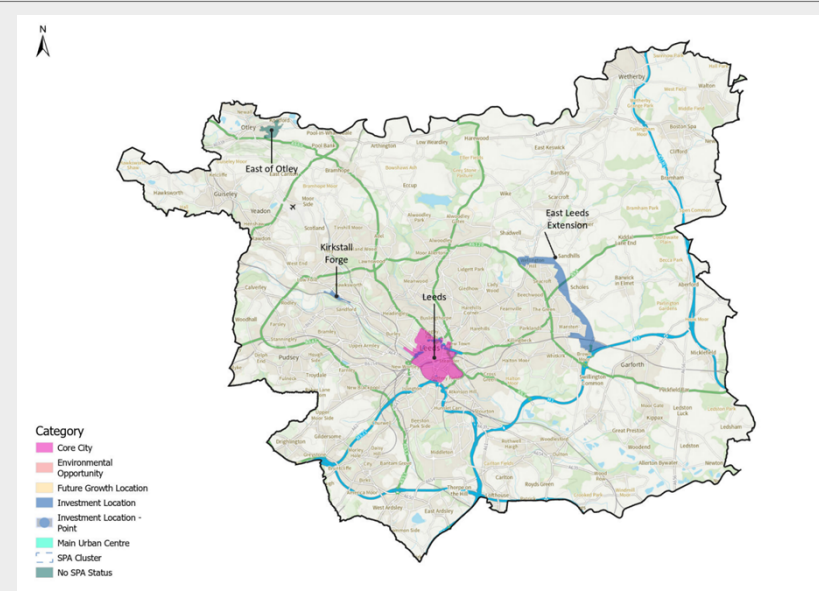
Key Contextual Facts

- Population 798,786 with 77.7% economically active
- Projected 7% population growth, and 8% household growth
- 92nd most deprived Local Authority in England and 24% of Lower Super Output Areas in the 10% most deprived areas.
- Current delivery at 139% of housing need, delivering 2.2% of national housing supply in the last 5 years.

Local Plan Status

The Leeds Local Plan was adopted in 2014 (amended by the Core Strategy Selective Review in 2019) and sets out the Council's vision and strategy for the area until 2033. The Site Allocations Plan is a key document in the Local Plan and allocates sites with the capacity to deliver 3,247 homes per annum and provides for a 5-year land supply.

The Council is currently undertaking a Local Plan update to ensure that the challenges of the Climate Emergency are addressed through the planning system to move the city towards its net zero target by 2030.



Housing Growth and Regeneration Focus Areas

There are significant housing and regeneration opportunities across the city including East of Otley and a range of priority neighbourhoods and local centres, all of which are central to the ambitions of the city and its inclusive growth.

The Leeds City Centre rim is a key location for the city's housing plans, with potential for well connected, high density, mixed tenure and sustainable homes, alongside mixed-use regeneration and delivery of key transport infrastructure. The growth of the city centre and continued attraction of private investment is already seeing potential markets opening up for the rim of neighbourhoods and beyond the currently defined SPA. There are major opportunities for collaborative work to unlock this through place making, land assembly and patient investments.

Focus Areas for SPP Activity

- East of Otley – Unlocking c550 homes though enabling infrastructure
- Kirkstall Forge – supporting the delivery of mixed-use development and the first residential phases of over 1000 new homes
- City centre/ city centre rim – Innovation Arc, South Bank, Hunslet Riverside, Eastside, Mabgate, West End Riverside, with a collective capacity for c.11,000 homes
- East Leeds Extension – unlocked by the development of East Leeds Orbital Route to deliver up to 5000 homes

Across the city a key priority is to uplift the delivery of affordable housing to meet need and support inclusive growth. Sector partners have signed up to an Action Plan to realise this, the emerging 'city rim' will play a key role with opportunities to deliver at scale.

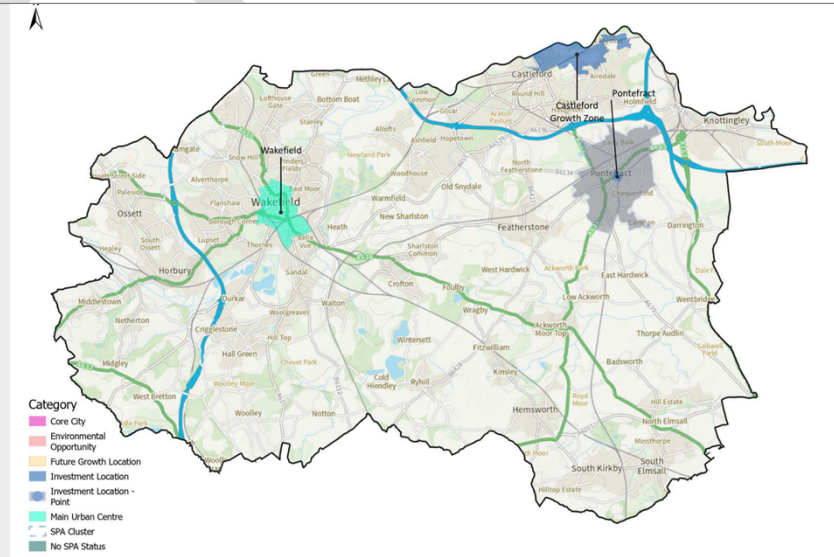
Wakefield Place on a Page

Key Contextual Facts

- Population of 351,592 with 78.1% economically active
- Projected 21% population growth, and 25% household growth
- 64th most deprived Local Authority in England and 16% of Lower Super Output Areas in the 10% most deprived areas.
- Current delivery at 200% of housing need

Local Plan Status

Wakefield's emerging Local Plan is currently at examination stage and adoption is anticipated in 2023. The plan sets out the strategic ambition for the district to 2036. The strategy underpinning the Plan focuses on allocating land, which supports the three sustainable development objectives set out in the National Planning Policy Framework (NPPF), which will support regeneration and/or seek development on previously developed land where possible.



Housing Growth and Regeneration Focus Areas

Special Policy Areas supporting housing growth are focussed across the district predominantly clustered around the five towns area.

Regeneration priorities follow recent masterplan development and include the Castleford Aire River Growth Corridor, large-scale housing and commercial expansion in Knottingley and South Kirkby, plus urban regeneration in Pontefract and Wakefield City.

Focus Areas for SPP Activity

- Castleford Housing Zone – Realisation of the Aire River Growth Corridor Masterplan with capacity for up to 4500 new homes
- Pontefract Masterplan, including the Pontefract Dispensary site, a key heritage development
- Wakefield City Centre Masterplan – redesigning the city centre housing offer.

4.0 Working Together

4.1 Shared values

West Yorkshire Combined Authority and Homes England both hold collaboration as a core value and the Housing Vision recognises the essential need for a for a strong relationship with Homes England.

Homes England and West Yorkshire Combined Authority have a successful track record of working together on a number of key projects and have focussed on collaborating to achieve the Mayor's housing pledge ambition over the last 18 months. This has included working with the West Yorkshire Housing Partnership to develop a shared pipeline of affordable housing development with all 14 of the partnership's members. Homes England is engaged in the governance and operational working groups including attending the Strategic Place Officers Group, Directors of Development and Place, Regeneration and Housing Committee.

This SPP takes the scale of collaboration between Homes England and West Yorkshire Combined Authority to the next level through identifying opportunities for further joint working (with a focus on the medium and longer term prospects as well as capitalising on nearer term opportunities), maximising the resources to support this and creating a governance structure that enables a regular senior level dialogue between Homes England and West Yorkshire Combined Authority. The creation of this PBP is the first step in strengthening our relationship and has been truly co-developed by the Combined Authority, Local Authorities and Homes England.

4.2 Aligning internal resources

Through the SPP partners agree to work closely to progress the identified strategic objectives, enabling greater alignment and focus of resources to unlock housing and regeneration opportunities (including through the targeting of future investment). Fundamental to this new way of working is the commitment of each organisation to draw on the knowledge and expertise of each partner and identify the appropriate resource to respond to activity set out in the Delivery Plan.

The principle of aligning internal resources is about adding value, avoiding duplication but embracing sharing and collaboration. Joining up conversations between Homes England and West Yorkshire Combined Authority, both in terms of the pipeline and project specifics, will also be of benefit to each of the Local Authorities to avoid having the same conversation twice.

Aligning resources will include sharing research and intelligence and jointly commissioning external expertise, where appropriate.

4.3 Place based working and aligning public sector investment

The SPP partners will align, where possible, existing investment to unlock development sites in West Yorkshire, including through the Brownfield Housing Fund (BHF), Affordable Homes Programme (AHP) and Levelling Up Home Building Fund (LUHBF). Using the joint pipeline, the SPP will increasingly seek to align other available funding and investment at a place-level, with a focus on the SPAs in the region.

Through the SPP governance structure, it is intended to use the SPP as a springboard to bring government partners around the table for a place-based dialogue on housing and regeneration including, but not limited to, Cities and Local Growth Unit, Department for Transport, Department of Levelling Up Housing and Communities and Historic England.

4.4 Governance

The SPP will be formalised through a Memorandum of Understanding (MoU), with this PBP the key annex of the MoU. This establishes the governance structure which is a formal Strategic Place Partnership Board which sets the strategic direction of the Partnership, providing a forum for liaison between the parties for the delivery of the PBP, including overseeing the development of business cases for priority projects and assessing performance against the Strategic Objectives. Its responsibilities are as follows:

- Overseeing the development of a joint West Yorkshire housing pipeline, business cases and investible propositions for priority projects;
- Receiving regular reports on progress from operational groups towards achieving the strategic objectives and hold the operational group (West Yorkshire Strategic Place Officers Group) to account on this;
- Make recommendations as it sees fit, on any matter within its remit, to Homes England and/or West Yorkshire Combined Authority (via Place, Regeneration and Housing Committee);
- Engaging key partners both locally and nationally in the effective delivery of the SPP Strategic Objectives; and
- Ensure and commit resource and capacity to deliver the SPP PBP, including the Delivery Plan;

The Board can support schemes at investment stage but investment decisions will remain with the investing bodies whether that be through Homes England or WYCA assurance processes or other parties. Board Members will be supported by relevant officers with administrative support in the first year to be provided by Homes England. The operational group will be the Strategic Place Officer Group to 'own' and complete the tasks within the Delivery Plan and report back to the Board.



4.5 Roles and Responsibilities

The following table sets out the roles and responsibilities of each of the partners in this Strategic Place Partnership.

Homes England	West Yorkshire Combined Authority	Local Authorities
<ul style="list-style-type: none"> To intervene in the housing market, deliver mixed tenure and unlock land through intervention across the breadth of its existing and emerging tools. Appropriate resourcing of the Delivery Plan to achieve the Strategic Objectives through drawing on capacity, skills and expertise from across the Agency. Commitment of resource funding (to be agreed on annual basis subject to budget availability) to support the achievement of the Strategic Objectives. Administration of the SPP governance and coordination of cross-government discussion. 	<ul style="list-style-type: none"> To enable inclusive economic growth across existing and emerging tools. Appropriate resourcing of the Delivery Plan to achieve the Strategic Objectives. Commitment of resource funding (subject to approvals through the Combined Authority's assurance process) through Gainshare to support the achievement of the Strategic Objectives. 	<ul style="list-style-type: none"> Clear articulation of area priorities, including frontloading advice through planning and regeneration teams. Lead on identification of place-based opportunities within respective areas (for example through Local Plan revisions) Progress decisions in accordance with relevant accountabilities Consider the use of statutory, convening and enabling powers in delivery of agreed SPP priorities Appropriate resourcing of the Delivery Plan to achieve the Strategic Objectives.

4.6 Working with Other Partners (incl. RPs, the Private Sector, DLUHC, other government departments)

The SPP can only be effective through collaborative working with partners, both in the public and private sector. The SPP will support and enhance relationships and provide the confidence that we are joined up and effective in identifying and delivering solutions that unlock investment and enable development.

Key partners include Registered Providers (specifically the West Yorkshire Housing Partnership as well as Strategic Partners and other RPs operating in West Yorkshire), developers (including through representative bodies such as Property Forums), investors, government departments and other public sector bodies (such as One Public Estate and Historic England).

The SPP will explore opportunities and mechanisms for engaging with those partners and widening engagement with community housing delivery groups and small to medium sized developers, and the exploration of a mechanism for a joined-up place-based conversation with government.

4.7 Monitoring and Reporting

Monitoring progress against the SPP is of vital importance to the partners. The strategic objectives, and the Delivery Plan, have been designed to be able to be measured either through quantitative or qualitative means. A monitoring framework will be established to ensure eight weekly monitoring can be undertaken by Strategic Place Officer Group. Progress will be reported to the SPP Board, reflected in the Terms of Reference for the Board.

In addition to the monitoring of delivery against the strategic objectives, Homes England is undertaking a long-term evaluation of the success of the Pilot SPPs and the lessons from the pilots are already being reflected through the development of this PBP. It is expected that the West Yorkshire SPP will be included in that evaluation so further lessons can be learnt.

4.8 Engagement and Communication

An Engagement and Communications Plan will be developed alongside this PBP to ensure consistent messaging with external partners about the SPP, to ensure delivery partners are fully engaged to deliver the strategic objectives and to identify the mechanisms engagement. This will also identify opportunities for publicity on the progress on the SPP activities. To ensure all relevant Partners are identified a mapping exercise will take place which will identify existing engagement and any gaps. This will be done as part of the development of the Engagement and Communication plan.

4.9 Equality, Diversity and Inclusion

Both West Yorkshire Combined Authority and Homes England hold equality, diversity and inclusion central to organisational strategy and delivery. As public sector bodies, the Equality Act requires all public sector partners of the SPP to meet certain duties ensuring we are proactive in taking measures that tackle inequality. This SPP has been developed with EDI at its core, the strategic objectives and focus areas outlined in section three strive to create inclusive places that provide access to good quality and affordable homes for people across the region and beyond.

Detailed Equality Impact Assessments will be undertaken at a project level as focus area projects identified within this SPP progress and business cases are developed. At the forefront of this approach is ensuring that equality, diversity and inclusion is a driving principle of our investment decisions and programme development. The Delivery Plan will include an Equality, Diversity and Inclusion KPI to ensure this is measurable with the implementation of the SPP.

DRAFT

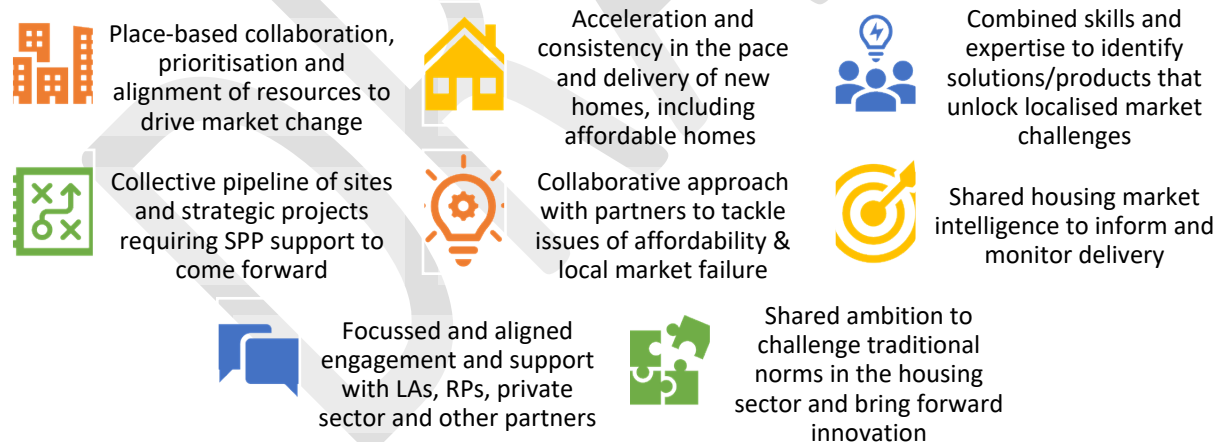
Appendix 1 - What is a Strategic Place Partnership?

Homes England has developed the SPP as a model for partnership working between Homes England and partners at the sub-regional scale with ambitious proposals for place-based growth and regeneration. The SPP is part of a broader social, environmental and economic vision for the place built on a strong pipeline of potential opportunities.

The approach seeks to maximise opportunities in the most ambitious places by identifying a shared ambition and creating a shared commitment to making the pipeline in these places more investible. It does not provide direct access to capital funds but it enables a more focussed approach to the deployment of capacity and resources by Homes England and the Combined Authority to support partners in unlocking opportunities of scale and building longer term resilient housing supply. The model seeks to create added value by combining the strengths of each partner and the resources that they can each bring and lever in.

This document, a shared business plan, sets out the aligned ambition and priorities of the partnership, which is bespoke to West Yorkshire and the unique characteristics of the sub-region, and how working together more closely through pooling resources will progress the pipeline of housing and regeneration projects to achieve the ambition.

The SPP approach is based on the following principles:



The model has been developed in partnership with Department of Levelling Up, Housing and Communities (DLUHC). The Department will support the SPP to make connections across government and with key policy areas, to support a place-based approach in West Yorkshire.

How does a SPP work?

The SPP for West Yorkshire will be formalised through a Memorandum of Understanding (MoU), with this Partnership Business Plan (PBP) the key annex of the MoU. The PBP is a shared plan which sets out the detail of the Partnership including:

- The ambition of the partners and the partnership;
- The place-based challenges and opportunities in West Yorkshire;
- The strategic objectives for the SPP and a series of objectives which will be the measurement of how the objectives are being met;
- Delivery plan which sets out how the objectives will be achieved, accompanied by a Resource Plan, with a focus on outcomes and outputs achievable in Year 1 of the partnership;
- The pipeline and place-based priorities (nearer term, medium term and long term);
- Principles for working together and a governance plan.

Whilst the objectives are intended to be long term the SPP sets a relationship and intended outputs and outcomes for a minimum of 5 years. This is detailed through the Delivery Plan which will be set out on an annual basis and focus on the intended outputs and outcomes for the year ahead.

Progress against the Delivery Plan will be reviewed quarterly by West Yorkshire Strategic Place Officers Group and biannually at the Strategic Place Partnership Board to ensure progress.

Strategic Place Partnership Board

Draft Terms of Reference

Purpose

1. The Purpose of the Strategic Place Partnership Board is to set the strategic direction of the Partnership, providing a forum for liaison between the Parties for the delivery of the Partnership Business Plan, including overseeing the development of business cases for priority projects and assessing performance against the Strategic and Place Based Objectives.

Composition

2. The Partnership Board shall comprise the following Members:
 - a. Homes England –
 - Homes England Chair/Chief Executive/Board Member, Executive
 - Director of Markets, Partners and Places;
 - Director of Cities and Major Conurbations
 - b. West Yorkshire Combined Authority –
 - Mayor of West Yorkshire,
 - Chair of Combined Authority Place, Regeneration and Housing Committee,
 - WYCA Chief Executive,
 - Director of Policing, Environment and Place,
 - Chair of West Yorkshire Directors of Development,
 - Chair of the West Yorkshire Housing Partnership.
 - c. Local Authority
 - The relevant Local Authority elected representative of the Place Regeneration and Housing Committee will be invited to attend where specific agenda items relate to their Local Authority area.
 - d. The Board will be supported by the following officers on an advisory basis attending where there are relevant items
 - WYCA Head of Place and Environment
 - WYCA Head of Housing
 - WYCA Housing Programme Development Lead
 - WY Chief Executive Planning and Housing Lead
 - WYCA representative from Economic Implementation where specific sites are discussed
 - Homes England Head of Cities and Major Conurbations
 - District representatives to be invited where specific sites discussed
 - Representatives from DLUHC and BEIS Cities and Local Growth Unit

Chair

3. The Mayor shall initially serve as Chair of the Partnership Board ("the **Chair**"). The Members will by prior agreement have the ability to rotate the Chair.

Quorum

4. The quorum for the Partnership Board meetings shall be 4. No meeting shall be quorate unless at least one representative from each Party, set out in **paragraphs 2 a and b** above, is present.

Administrator for the Partnership Board

5. The Chair shall appoint the Administrator to the Partnership Board on an annual basis. The Administrator's role has no voting powers or delegations at the Partnership Board and the function is purely administrative and to assist the Chair in the arranging of the meetings, recording minutes and collating all the papers for each meeting.
6. Homes England will provide one of its officers to take on the role of Administrator for the first year.

Meetings

7. The Partnership Board shall meet biannually for a closed meeting on dates which are to be agreed by the Members in the previous year.
8. Meetings shall preferably take place in person at venues provided by each of the Members, on a rotational basis where possible. By exception, meetings may take place virtually.
9. As may be required and on the prior written request of the Members, consultants and/or representatives from either Party will be invited to attend the Meetings. For the avoidance of any doubt any third party not being a Member shall not be involved in the decision making taken by the Partnership Board.
10. The Partnership Board shall take decisions on based on a majority vote.
11. An Agenda and all necessary accompanying papers shall, wherever possible, be despatched by the Administrator 7 days prior to each meeting.
12. The Administrator shall produce minutes of all meetings of the Partnership Board within two weeks.

Duties, Responsibilities, and the Partnership Business Plan

13. The Partnership Board shall:
- a. Collectively determine a Chair;
 - b. Agree the West Yorkshire SPP Partnership Business Plan, including the annual Delivery Plan;
 - c. At any time, recommend to Homes England, and West Yorkshire Combined Authority, in turn, any amendments or additions to the Partnership Business Plan;
 - d. Update the Delivery Plan on, at least, an annual basis;
 - e. Progress the delivery of the Strategic and Place Based Outcomes through:
 - Overseeing the development of a shared WY strategic housing pipeline, business cases and investible propositions for priority projects;
 - Receiving regular reports on the progress from the operational groups on achieving the Strategic and Place Based Outcomes and hold the operational group (SPOG) to account on this;
 - Make recommendations as it sees fit, on any matter within its remit, to Homes England and/or West Yorkshire Combined Authority;
 - Engaging key partners both locally and nationally in the effective delivery of the SPP Strategic and Place Based Outcomes;
 - Ensure and commit resource and capacity to deliver the West Yorkshire SPP Partnership Business Plan, including the annual Delivery Plan;
14. The purpose of the Partnership Business Plan and Delivery Plan is to establish which matters over the next 12 to 36 months are priorities for the Parties in order to achieve the shared aspiration for the effective delivery of the Strategic Place Partnership Strategic and Place Based Objectives.

Governance Relationships

15. The Members, acting unanimously, shall be responsible for agreeing and, if necessary, amending the Terms of Reference of the Partnership Board.

16. The Partnership Board shall review its Terms of Reference from time to time as and when necessary.
17. These Terms of Reference shall be read in conjunction with the Memorandum of Understanding "Memorandum". If any provisions of the Memorandum conflict with any provisions of these Terms of Reference, these Terms of Reference shall prevail.
18. The Administrator shall maintain an official record of all Partnership Board proceedings and a library of Partnership Board documents.

DRAFT



Report to: West Yorkshire Combined Authority

Date: 16 March 2023

Subject: **Bus Reform Update**

Director: Dave Haskins, Director of Transport Policy and Delivery (Interim)

Author: Alex Clarke, Head of Bus Reform

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 The purpose of this report is to update the Combined Authority on the Bus Reform Assessment, including Options and Objectives, and seek approval to: secure the conditional availability and preliminary briefing of a suitably qualified independent audit organisation ("Auditor") so that after having prepared the assessment and should the Combined Authority wish to proceed, the Auditor may then be instructed to prepare a report in accordance with section 123D of the Transport Act 2000 as amended by the Bus Services Act 2017 ("TA 2000").

2. Information

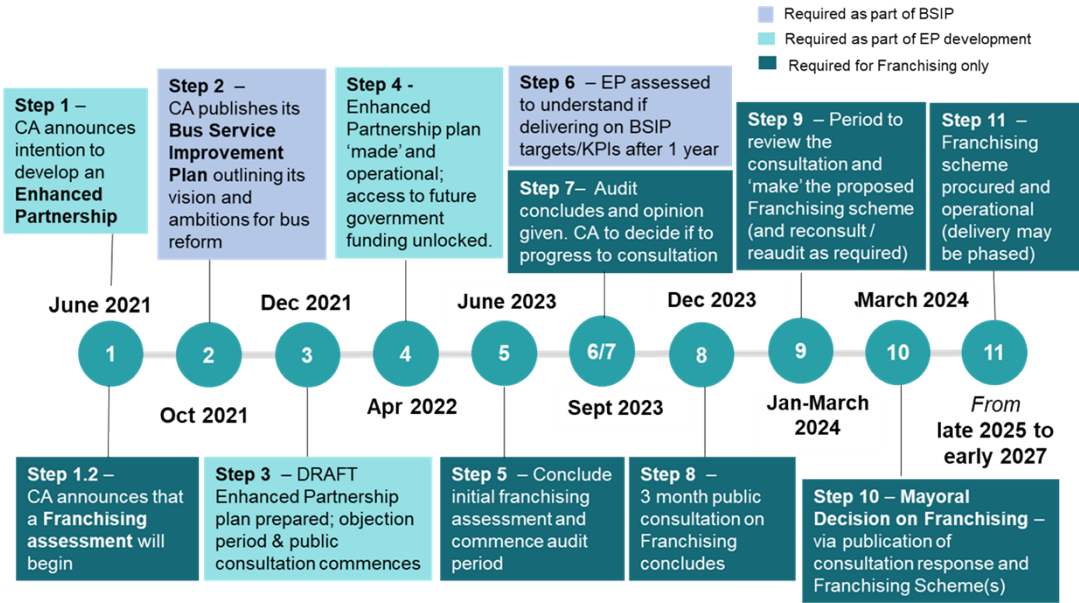
Bus Reform Assessment programme update

- 2.1 Buses are the most widely used form of public transport in West Yorkshire and therefore provide a vital public service which is integral to the Combined Authority's economic, social and environmental ambitions for the region. However, the current commercially-led system faces many challenges, including variable customer satisfaction levels, declining patronage (over the long-term, and accelerated by the impacts of the Covid 19 pandemic) and a financial system increasingly dependent on public funding support to maintain current service levels.

2.2 The Combined Authority has worked with operators via the West Yorkshire Bus Alliance to address these challenges and deliver improvements for passengers, however it recognises changes need to go further and faster. In response to the Government’s National Bus Strategy for England, the Combined Authority set out its vision for a better bus system in its [Bus Service Improvement Plan](#) (BSIP), published in 2021. In line with Mayor Brabin’s pledge to ‘Bring buses back under public control, introduce simpler fares, contactless ticketing and greener buses’, the BSIP was focussed on the outcomes for passengers and acknowledged the Combined Authority would explore different models for delivery – including franchising and an Enhanced Partnership (which was established in April 2022). Any new model of delivery should explore ideas for innovation in the delivery of local bus services, and how these could be harnessed for wider economic and social benefits to West Yorkshire.

2.3 Figure 1 below provides an overview of the Combined Authority’s bus reform roadmap (up to date as of March 2023), including development of an Enhanced Partnership and working towards a mayoral decision on franchising by March 2024.

Figure 1 – The Combined Authority’s Bus Reform Roadmap (March 2023)



2.4 A Notice of Intent to conduct an assessment of a franchising scheme was issued by the Combined Authority in June 2021 in accordance with section 123C of the TA 2000 , which sets out the statutory process authorities must follow. Furthermore, an internal Bus Reform programme was established to manage this process following indicative approval of an £7m budget (with initial expenditure approval of £1m) by the Finance, Resources and Corporate Committee in [January 2022](#).

2.5 Figure 2 provides a more detailed overview of the programme for completion of a franchising assessment specifically, including the assessment

development period, audit and public consultation, ahead of a Mayoral decision.

Figure 2 – Bus Reform Assessment programme timeline (March 2023)

Activity	2022		2023												2024			
	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Assessment Period	█	█	█	█	█	█	█	█										
Audit								█	█	█	█							
Consultation												█	█	█				
Preparing for Decision															█	█	█	
Mayoral Decision																	█	

2.6 The table reflects an amendment of the programme initially set out to the Combined Authority in [May 2021](#), with the period for development of the assessment document extended to June 2023.

2.7 This extension of the ‘Assessment Period’ is to account primarily for delays in obtaining the bus operator data that is necessary for the development of the assessment. It also accounts for the subsequent impact of the pre-election period on further Combined Authority decisions being taken before May 2023. This amendment to the timetable will support further time to consider key decisions and implications of bus reform for the Combined Authority and West Yorkshire bus priorities in advance of completion of the assessment, including also a recognition of the impacts of the continued challenges within the current bus market, particularly in relation to Bus Recovery Grant funding from the Department for Transport, which it has recently been announced will extend now to June 2023.

2.8 As reflected in Figure 2, it is still the case under the amended timetable that a mayoral decision on franchising could be taken by March 2024. This will be subject to completion of the statutory steps in relation to the assessment audit and consultation. It is proposed that the Combined Authority begin engagement of suitable qualified organisations to secure their availability in support of this work (see 2.22).

Progress update on the Assessment

2.9 The following section provides an update on progress of the assessment work, which is being led by the Combined Authority with support of external consultants. The requirements for the assessment are set out in the TA 2000, and supporting guidance documents, but broadly consists of a business case looking at Strategic, Economic, Commercial, Financial and Management cases.

Assessment Objectives

2.10 Early assessment objectives were approved by the Combined Authority in [May 2022](#) to enable commencement of the assessment. These draw primarily

from the approved Bus Service Improvement Plan objectives, but also recognise the need to also consider wider strategic impacts of the bus network in West Yorkshire.

- 2.11 The initial objectives have since been further developed as part of the emerging Strategic Case of the assessment. It is proposed to have four tiers of objectives (with supporting sub-objectives) to respond to the Combined Authority's obligation to ensure Value for Money, ambitions for bus and wider transport, as well as other social, economic and environmental challenges which all form part of the reason as to why bus reform is necessary in West Yorkshire.
- 2.12 The latest draft objectives for Bus Reform are:
- 2.13 **A bus reform option which robustly represents public sector value for money.**
- 2.14 **Improved experience for bus customers, maximising deliverability of the Combined Authority's Bus Service Improvement Plan by 2030:**
- Establish bus as a key mode of choice for travel in West Yorkshire.
 - Establish a financially sustainable bus service (cheaper, simpler and better value fares and tickets).
 - Improve operational delivery to provide the passenger with a service they can feel confident in using.
 - Improve connectivity for communities facing deprivation, inequality and exclusion.
 - Ensure the bus service is integrated to deliver sustainable connectivity.
- 2.15 **Improve the contribution of bus to achieving objectives in the West Yorkshire Combined Authority's Transport Strategy 2040 and supporting transport policies by 2040:**
- Economy: supporting an integrated transport system which provides reliable and improved connectivity to the places where customers need to travel to for work, education, leisure and access to services.
 - Environment: establishing a transport network that helps to reduce the overall impact of transport on carbon emissions and air quality, and increases our resilience against climate change, including via zero-emission buses.
 - People and place: enabling a transport system that increases access in a safe, inclusive way that encourages use of bus as part of a multi-modal network.
- 2.16 **The bigger picture, using bus to support the combined Authority's overarching aims relating to wider social, environmental and economic policy ambitions for the region, as set out in the West Yorkshire Plan and Strategic Economic Framework, by 2040.**
- 2.17 A final set of agreed objectives will be included in the assessment's Strategic Case.

Options for assessment

- 2.18 The assessment requires the Combined Authority to consider a number of options for reform, in addition to the current arrangements, and for these to be considered in each of the five cases of the business case. The West Yorkshire draft assessment is being developed currently with three options for reform:
- **Enhanced Partnership** – as is (base case) continue with current arrangements, with Enhanced Partnership Schemes as agreed and any business as usual plans or improvements that the Combined Authority would adopt, and any improvements or changes planned by operators.
 - **Enhanced Partnership plus** - push the limits of the Enhanced Partnership framework and related legal arrangements, with new Schemes aligned to the Combined Authority vision as far as legally possible.
 - **Franchising** - replacement of the existing de-regulated commercial system with services contracted by the Combined Authority, exact variation of franchising to be determined.
- 2.19 A summary of the key elements making up the current draft of the franchising option for this assessment can be seen in Table 1 below. These have been developed with reference to a range of possible delivery methods, but will be subject to further development and agreement before the assessment is finalised.

Table 1: Franchising option for Assessment

Franchising variation	Franchising Option to be assessed
<u>Scheme area</u>	West Yorkshire wide, recognising the different needs of bus services in each District area
<u>Services contracted</u>	All services, with permitting in particular for cross-boundary services that cannot be franchised. Inclusion of school services under review.
<u>Revenue risk on contracts</u>	Full fare box control and revenue risk on all contracts – ‘gross cost’ approach.
<u>Assets ownership</u>	<u>Staged</u> investment in full asset ownership – bus depots and a 100% zero-emission bus fleet. Depot and Fleet strategies to consider staging and transition in more detail.
<u>Procurement round</u>	Staged transition with anchor lots in each District area - Lotting Strategy to consider this in detail.
<u>Contracting bundling size</u>	Mixed sized contract bundles to facilitate competition and participation of smaller-to-medium sized operators. Social value to be considered as part of the contracting strategy.

Remaining work to complete the assessment

- 2.20 Work will continue to finalise the assessment ahead of a further decision on whether to submit the assessment to audit. Central to this will be the completion of economic and financial modelling utilising the data in relation to bus services, but will also include finalisation of strategies in relation to the procurement approach, depots and fleet.
- 2.21 The assessment will also include the upfront capital and transition costs the Combined Authority would need to fund under the proposed franchising option or the Enhanced Partnership Plus option. These options will be explored further in the final assessment document, alongside cost benefit analysis. The approach taken will seek to mitigate against any impact on Local Authority budgets. The assessment will also look at how best to ensure participation of small-to-medium sized operators and new entrants in the local bus market.

Procurement of Auditors and public consultation support

- 2.22 Following completion of the assessment, the next steps required under the TA 2000 are for an audit and consultation on the assessment to be undertaken. Requirements for both of these steps are outlined in guidance issued alongside the Bus Services Act 2017.
- 2.23 It is planned to move to these stages before the Combined Authority Annual Meeting in June 2023, with an extraordinary meeting of the Combined Authority to be scheduled at the earliest opportunity following the end of the election period in May to seek approval to do so.
- 2.24 In advance of this, and to ensure swift transition to these stages of the programme and avoid delay should there be approval to proceed, the Combined Authority is asked to agree to commence the conditional procurement of this support.
- 2.25 The Combined Authority will only enter into contract with the suppliers of these activities subject to approval to move to these stages of the assessment process, however the programme is seeking approval to commence the relevant procurement activity, including issuing of briefs to market.

3. Tackling the Climate Emergency Implications

- 3.1 A key aim of bus reform is to support decarbonisation of the local bus network and provide improved sustainable travel options for the region, to support West Yorkshire's response to the Climate Emergency.

4. Inclusive Growth Implications

- 4.1 A key aim of bus reform is to ensure the local bus network better supports the Combined Authority's inclusive growth ambitions, including by ensuring better bus connectivity in areas of economic deprivation to major employment sites.

5. Equality and Diversity Implications

- 5.1 A key aim of bus reform is to enable the local bus system to better support Equality, Diversity and Inclusion across the region, including that it is safe and accessible for all and adapted to suit individual different needs.
- 5.2 An Equality Impact Assessment (EqIA) has been undertaken on the Bus Franchising Needs Assessment scheme as part of business case development. This will be kept under review as the assessment work is further developed.

6. Financial Implications

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

7. Legal Implications

- 7.1 There are no legal implications directly arising from this report. External legal support has been procured to assist in the preparation of the assessment for bus franchising and will continue to input to the development of the assessment.

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 approves:
- Securing the conditional availability and preliminary briefing of a suitably qualified independent audit organisation ("Auditor") so that after having prepared the assessment and should the Combined Authority wish to proceed, the Auditor may then be instructed to prepare a report in accordance with section 123D of the TA 2000.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

There are no appendices to this report.

This page is intentionally left blank



Report to: West Yorkshire Combined Authority

Date: 16 March 2023

Subject: **Mass Transit Programme – Update Report**

Director: Kevin Murray, Interim Director – Mass Transit

Author: Kevin Murray, Interim Director – Mass Transit, with support from wider Mass Transit Team

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 an update on progress across the key workstreams for the West Yorkshire Mass Transit Programme.

2. Information

Business Case Development Workstreams

- 2.1 In mid-2022 work began to progress business case development of the Programme-level Strategic Outline Business Case towards Strategic Outline Cases for each of the candidate options for phase 1 as identified in the Mass Transit Vision 2040, August 2022 version¹.
- 2.2 Work is focussing initially on the production of Strategic Outline Business Cases (SOC) for the Orange (Bradford to Leeds, East Leeds, and South Leeds to Dewsbury) and Green (Bradford to Dewsbury) business case corridors, with other areas of the network planned to follow later.
- 2.3 Initial transport modelling has recently been undertaken for the Orange SOC corridors to understand the potential demand for the Mass Transit system.

¹ [West Yorkshire Mass Transit Vision 2040 \(August 2022 Version\) \(westyorks-ca.gov.uk\)](https://www.westyorks-ca.gov.uk/mass-transit-vision-2040-august-2022-version)

This will be a key component in the appraisal of the various route options within the corridor. This exercise will be undertaken for the identified route options within the Green SOC corridor. This work is undertaken in parallel with the concept route design development for the corridors, which is described later in this report.

- 2.4 The approach to the Strategic Outline Business Cases is structured to follow the conventional Treasury Green Book 'Five Case' model, with the focus on the strategic dimension, which sets out the need for intervention and why Mass Transit is the preferred means to meet that need. The SOC will also identify the preferred route/ combination of routes to take forward to Outline Business Case and into consultation planned for 2024.
- 2.5 The corridor SOC business cases are intended to establish the rationale for Mass Transit in each of the defined areas, with an over-arching Programme Integration Business Case being maintained to provide a Programme-level rationale for investment in the network.
- 2.6 Work is also progressing on the development of the regional transport model for West Yorkshire which will be used for the development of the Outline Business Case (OBC) for the first phase of Mass Transit. This strategic transport model will provide an integrated means to test and analyse the wider public transport network.
- 2.7 One of the largest programmes of data collection is underway during this Spring to support the development of the West Yorkshire regional transport model. The data being collected is required to provide a contemporary dataset for the post-Covid model calibration. The data collection activities are spread widely across all the districts of West Yorkshire, and cover highway and public transport modes as well as household surveys to understand travel demand and preferences.

Route Design Development Workstreams

- 2.8 In support of the business case development and stakeholder engagement workstreams, the concept route design development for the candidate options for the first phase of the West Yorkshire Mass Transit system is being progressed.
- 2.9 Consistent progress is being made on the route design development to the equivalent of RIBA Stage 2 level of design definition across the various corridors. This is enabled through regular collaborative design advisory meetings with district partners to review and consider feedback as the design develops. This aids the development of sufficient design information that best suits each districts unique circumstances and requirements. In addition to the design advisory group meetings, in-person one-day multi-discipline workshops are being utilised to enable productive engagement between the Combined Authority, district partners, and the design development partner teams.

- 2.10 Significant attention is being paid to the integration of the design development and business case development workstreams, as well as the co-ordination and integration of the Mass Transit proposals with other wider projects and programmes across the region. Informed discussions are being held with district partner teams to understand what regeneration and development is ongoing and planned, to develop the design in a way that unlocks benefit for both Mass Transit and the initiatives.
- 2.11 Work is ongoing to understand the role depots will have in the Mass Transit network. A study is taking place to understand depot impacts, business case requirements and to identify and assess potential locations alongside the route development workstreams.
- 2.12 West Yorkshire is a diverse region, which leads to opportunities and challenges that differ significantly across different areas. The Mass Transit Programme's approach to placemaking aims to understand local places, enhance local character and avoid 'one size fits all' approaches. By prioritising placemaking, Mass Transit will deliver significant benefit to wellbeing, identity, resilience and connectivity in local areas across West Yorkshire.

Communications & Consultation Workstreams

- 2.13 A period of statutory consultation was undertaken gather feedback on proposed West Yorkshire Mass Transit Vision 2040 proposals. This took place between 24 Oct 2022 to 16 January 2023. Statutory consultees and members of the public were invited to share their views on the updated Vision document, which was hosted on a dedicated page on the Your Voice digital engagement hub and promoted on a range of channels, including social media, a press release, and emails to statutory and key stakeholders.
- 2.14 A Consultation Report is being prepared to consider the feedback received from the statutory consultation and to outline the key findings from the consultation, and the areas for improvement and further investigation for the programme. This is also feeding into the approach for the next phase of consultation, and engagement with key stakeholders throughout 2023.
- 2.15 Work is progressing on the development of a Communications Strategy to capture and frame the planned engagement activities in 2023 and consultation activities in 2024 for the Mass Transit Programme.
- 2.16 The team is also working on further developing relationships and interfaces with key programme stakeholders. Work to scope and identify stakeholders and our likely programme of engagement is well underway.

Environmental Development Workstreams

- 2.17 Carbon emissions generated by transport are currently at levels that, without significant intervention and changes to processes, a net zero carbon future by 2038 will not be achievable. Carbon based road transport is the biggest

contributor to roadside air pollution with cars being the largest source of emissions.

- 2.18 To meet the 2038 net zero target, and even with a shift to zero/low emission vehicles, analysis suggests that a reduction of total vehicle kilometres exceeding 20% is necessary, accompanied by an increase in the use of sustainable modes (walking and cycling) and public transport. Mass Transit also has the opportunity to support improvements to air quality and contribute to carbon reduction goals by providing an attractive lower carbon, lower emission transport option. Increased capacity provided by Mass Transit will allow for additional capacity on congested corridors, which affords the opportunity to improve vehicle flows which in turn will improve air quality.
- 2.19 The environmental workstream for Mass Transit, supported by the Environmental Partner is critical to ensure that environmental impacts and opportunities are understood at an early stage and that the programme embeds sustainability principles in its evolution and development.
- 2.20 To support the delivery of a responsible Mass Transit system there is a requirement to investigate the environmental impact of the scheme. This will require environmental impact assessment and investigative studies prior to construction being undertaken along with post-construction evaluation and impact monitoring. The Environmental Partner will oversee, manage and maintain the environmental workstream for Mass Transit, and will work collaboratively with the Design Development and Business Case Development partners to integrate appropriate environmental consideration into the development processes.
- 2.21 The mobilisation phase is progressing with a 100-day plan aimed at mobilising the core team, establishing a baseline for the Environmental Partner programme, identification of programme-critical early-start environmental activities, and the completion of a Mobilisation Report. This will include an agreed integrated programme for activities leading up to the first phase TWA0 submission and supporting documents as part of the Integrated Master Schedule.

Land and Property Workstream

- 2.22 A procurement exercise is nearing completion to appoint a strategic partner for land and property services with the purpose of providing specific land and associated advice for the Mass Transit Programme. This is scoped to include elements such as land referencing, the development of a Land Acquisition Strategy, support with valuations and negotiations, and provision of property management support and advice where this is required.
- 2.23 Once appointed, the Land & Property Partner will work through a mobilisation phase to integrate with other development partners and the Mass Transit team. This will include the development of appropriate processes, programmes and plans to support the key land and property matters for the Mass Transit Programme.

Programme Management Workstreams

- 2.24 The Mass Transit Programme has been taken through an Infrastructure Projects Authority (IPA) Project Routemap review to assess the organisational capability and capacity to support the development and delivery of the Programme. The process provides a structured and tested methodology to setup novel and complex Projects and Programmes for success, and is grounded on best practise and learning from a wide variety of capital and public sector programmes.
- 2.25 Following on from the Routemap review and from the wider Combined Authority organisation evolution review, key workstreams are being progressed to develop and consider the Enterprise/Client and Target Operating Model for the development, delivery and operating structure for the Mass Transit Programme. These workstreams will assess the various Enterprise/Client models to achieve the strategic aims, develop a Target Operating Model for the stage, provide a roadmap for the delivery and operational phase Target/Asset Operating Model. A formal decision on the outcomes from these workstreams will be taken back to the Combined Authority later this Summer.
- 2.26 Key Programme Management Office (PMO) & commercial strategies are being developed to guide and direct the management and control of the development of the Mass Transit Programme. These strategies cover areas such as PMO, design management, stakeholder management and constructability/delivery management.
- 2.27 Development of the collaborative, transparent and partnership ways-of-working with our strategic District Partners, our governmental sponsorship through Department for Transport working closely with HM Treasury, and our development stage supply-chain partners continues to progress positively. The filling of key posts in our Mass Transit Programme team continues with key recruitments underway for the substantive Director and Heads of Services roles, and interim support in place to strengthen control and management of the development processes.

Equity Diversity Inclusion Workstreams

- 2.28 Work is progressing on the development of an Equity, Diversity and Inclusion (EDI) Strategy for the Mass Transit Programme, and this will continue to grow and evolve over the course of 2023. The strategy will speak to and further develop the equity, diversity, and inclusion statement of intent outlined within the Mass Transit Vision. It will provide a best practice guide for how to deliver on our ambition for Mass Transit to incorporate equity, diversity and inclusion at the heart of its development and design, and how we can best approach and engage with key stakeholders to help achieve this.
- 2.29 Once completed and providing a framework we will engage with key equity, diversity, and inclusion stakeholders for their views on the strategy, drawing

on their lived experiences to enhance key elements of the strategy as required. The Mass Transit Programme equity, diversity and inclusion interventions will be underpinned by a comprehensive Equity Impact Assessment (EqIA) to formalise outcomes and inform delivery. This will be regularly refreshed by drawing on the data, and recommendations, attained through the activities outlined above as they progress throughout 2023 and beyond.

Performance Management

- 2.30 Performance management is important to managing and controlling the delivery of the Mass Transit Programme, and so measures are being developed to promote the continuous development of the Programme.
- 2.31 All supply chain partners have defined Key Performance Indicators (KPI's) they are required to perform against, and these are actively managed through monthly commercial progress meetings as well as through periodic reviews to provide appropriate levels of assurance.
- 2.32 Financial information is monitored in an ongoing basis to monitor performance against forecasts and budgets as the works progress. These are supported through a bespoke use of cost and schedule performance indices being developed to ensure suppliers are meeting their commitments in appropriate timescales and allow for sufficient time to take actions where required.
- 2.33 The Integrated Master Schedule (IMS) development is progressing, incorporating all current workstreams. This is reviewed on a monthly basis with all supply chain partners to monitor progress, interfaces and dependencies between workstreams. As further workstreams are brought forward, this information will be integrated to ensure all aspects are captured, monitored and co-ordinated successfully.

Governance

- 2.34 Enhancements to the governance for the Mass Transit Programme is in place with formal reporting and control through monthly Programme Board meetings, two-monthly Transit Senior Leadership Board meetings, and two-monthly Members Strategy Group meetings. Formal decision-making is through the Combined Authority Board and Transport Committee meetings, and where appropriate delegations from these Boards to Combined Authority officers. District Partner representation is at all Boards, and Department for Transport and HM Treasury representation is at the Transit Senior Leadership Board.

3. Tackling the Climate Emergency Implications

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

4. Inclusive Growth Implications

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

5. Equality and Diversity Implications

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

6. Financial Implications

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

7. Legal Implications

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

8. Staffing Implications

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

9. External Consultees

9.1 No external consultations have been undertaken.

10. Recommendations

10.1 That the Combined Authority note the content of the report.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

None.

This page is intentionally left blank



Report to: West Yorkshire Combined Authority

Date: 16 March 2023

Subject: **West Yorkshire Tourism**

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

Author: Phil Witcherley, Interim Director of Inclusive Economy, Skills and Culture

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 Tourism is an important sector in West Yorkshire and is worth an estimated £5bn¹. The region has significant national assets including the Unesco World Heritage site of Saltaire, Piece Hall, Harewood House and the Yorkshire Sculpture Park.
- 1.2 Our years of culture present an unprecedented opportunity to sell our region to visitors - from LEEDS2023, Kirklees Year of Music 23, Wakefield Our Year 24, Culturedale 25 and Bradford UK City of Culture 2025.
- 1.3 Following the closure of Welcome to Yorkshire² last year and changes in Government policy around tourism following the ‘De Bois Review’ of destination management organisations in England, including the creation of new, Local Visitor Economy Partnerships (LVEPs), it is important as a region we decide how we support this important sector.

¹ Source: Office for National Statistics

² Silicon Dales Ltd purchased all of Welcome to Yorkshire’s assets and operates utilising the original brand, website and social media channels.

1.4 This paper proposes a way forward to support the tourism sector at the West Yorkshire level. In summary:

- Existing activity at a local authority level is recognised and in addition, we proceed with plans to promote and support tourism at a West Yorkshire regional level.
- This will be done by making an application to VisitEngland to establish a Local Visitor Economy Partnership (LVEP) for West Yorkshire. Visit Leeds (operated by Leeds City Council) will be the lead applicant on behalf of all West Yorkshire Local Authorities and the Combined Authority.
- The application process requires the development of a Destination Management Plan and a governance board. An LA/CA officer oversight group will be established to commission this work and determine longer term governance.
- It is right that we consider a governance model that is appropriate for our region. It is recognised that activity to support the tourism and hospitality industry is broader than support from VisitEngland (for example, Combined Authority investment in business support, skills and culture). The Mayor and Council Leaders will play a key role in championing the governance of a suitable support structure for tourism at a West Yorkshire regional level. This may be over and above the governance of the LVEP given VisitEngland may be prescriptive around the type of governance structure and purpose.

1.5 The Combined Authority are asked to approve this way forward.

2. Information

National Landscape

- 2.1 In March 2021, in response to the effects of the Covid-19 pandemic on the visitor economy, the DCMS Secretary of State and the Tourism Minister commissioned the 'De Bois' Review to undertake a root and branch review of the Destination Management Organisation landscape in England and to make recommendations about how to address any deficiencies found. The review was published in August 2021 and the government responded in July 2022 accepting the majority of the recommendations made in the report.
- 2.2 VisitEngland, the national tourist board for England, is now implementing the agreed recommendations with the overall aim of providing a more effective model to support English tourism at a regional level, using an accreditation process designed to create a national portfolio of Destination Management Organisations.

The De Bois Review

- 2.3.1 The De Bois Review recommended that there should be a coherent national portfolio of destination management organisations using a tiered approach:
- A top tier of ‘Destination Development Partnerships’ (‘hubs’ also known as DDPs), tasked with setting strategic objectives in line with national priorities and regional programme delivery.
 - A second tier of accredited Tourist Boards acting as members (‘spokes’) called ‘Local Visitor Economy Partnerships’ (LVEPS); accredited and recognised by VisitEngland, tasked with leading, managing and marketing destinations.
 - A third tier of local destination organisations, non-accredited, which have no formal relationship nor receive direct funding via VisitEngland or DCMS.
- 2.3.2 It is Visit England’s intention that the Destination Development Partnership will be to develop and oversee and lead on advocacy, partnership working, funding bids, major events, data and business support. There will be government funding made available to ensure the destination remains sustainable, competitive and responsive to strategic challenges identified by Government (e.g. sustainability, skills, inclusive tourism and levelling up). These partnerships will pass some funding to the Local Visitor Economy Partnerships (LVEPs).
- 2.3.3 The idea is for existing Destination Management Organisations (DMOs) to move across to become accredited Local Visitor Economy Partnerships (LVEPs). DMOs that do not meet accreditation criteria will be considered as part of a ‘third tier’ and government will minimise its engagement with them. VisitEngland is responsible for creating, maintaining and supporting this new tiered structure and will introduce a Tourism Data Hub to allow for better decision-making.

2.4 The Government response to the De Bois Review³

- 2.4.1 The Government accepted the majority of the recommendations and agreed with the tiering approach with an accreditation process, which is now underway. To that end, VisitEngland has received new funding (£2.25 million over 2022-25 period) to develop and administer the accreditation of the national portfolio of LVEPs. This included the establishment of a regional team to support, and account manage the national portfolio. West Yorkshire has been allocated a regional account manager through this process.
- 2.4.2 The Government response also included a single, funded pilot for the Destination Delivery Partnership for North East of England region (Newcastle Gateshead Initiative and Northumberland and Durham)⁴, covering the period to March 2025.

³ [Government response to the De Bois Review](#)

⁴ [DDP Established in Newcastle](#)

- 2.4.3 The pilot will need to prove the concept and case for funding for a future national roll-out of the DDP model. No other areas will be considered for or receive funding to develop a DDP until after 2025. West Yorkshire, should therefore consider becoming a Local Visitor Economy Partnerships first.
- 2.4.4 The government agreed that VisitBritain and VisitEngland should have minimal engagement, if any, with 'third tier' organisations.

What does the proposed future structure of the DMO landscape look like?

- 2.5.1 DCMS and VisitEngland envisage that, once the DDP pilot has finished successfully in 2025, there will be between 15 and 20 Destination Delivery Partnerships established, and an expected 40 Local Visitor Economy Partnerships in total accredited and supported by VisitEngland. Being a Local Visitor Economy Partnership as part of the pilot scheme does not preclude an organisation from becoming a Destination Delivery Partnership at the end of the pilot. The remainder will be non-accredited Destination Management Organisations, which will be positioned as Tier 3 with minimal support from Visit England. There is no funding available for Local Visitor Economy Partnerships during the pilot period, but it is envisaged that once the pilot has finished Destination Delivery Partnerships will have devolved funding from VisitEngland, which in turn will be made available to Local Visitor Economy Partnerships.

What are the criteria and process for achieving Local Visitor Economy Partnership (LVEP) status?

- 2.6.1 VisitEngland set out the criteria applicants need to meet to achieve LVEP status and invited Expressions of Interest.
- i. Cover an important geography (such as county or city region) and avoid overlap with other LVEPs (as the aim is to create a national portfolio)
 - ii. Have a destination management plan or tourism strategy developed with local partners
 - iii. Engage in destination 'management', not just marketing
 - iv. Be well integrated with other important local and regional actors such as key attractions and local government LEPs
 - v. Show demonstrable commitment from local authorities that DMO is lead body in this area (incl. public funding)
 - vi. Demonstrate an ability to raise funding from the private sector
 - vii. Ability to administer public funds with probity
 - viii. The capacity of the organisation needs to be reflective of the size and importance of destination
 - ix. Be working in partnership with other DMOs in their wider region and other LVEPs

- x. Show commitment to expanding commercial income and other funding streams
- xi. Show commitment to staff skills development including digital, international travel trade, bid writing and distribution
- xii. Demonstrate governance reflects visitor economy it represents, be focussed on impact and outcomes and show diversity
- xiii. Have a comprehensive business support offer or commit to developing one
- xiv. Be willing to support national priorities and Government initiatives, including accessibility, sustainability
- xv. Develop the ability to track local visitor economy through research and data gathering and sharing insight, working with VisitEngland

2.6.2 The formal application process to apply for LVEP status opened on the 17th February 2023 for a week and will reopen every six weeks to allow applications to be submitted. There is no deadline but most regions are expected to submit their applications during the spring and summer 2023.

West Yorkshire current position

2.6.3 There are currently five local authorities in the West Yorkshire Combined Authority area and five publicly funded DMOs with Visit Bradford, Visit Calderdale, Visit Leeds, Experience Wakefield and Kirklees Council.

2.6.4 Following the publication of information regarding the LVEP accreditation process by Visit England in December 2022, West Yorkshire Local Authorities have been working together to explore the collective appetite towards a West Yorkshire Local Visitor Economy Partnership (LVEP). The overall view is that a West Yorkshire LVEP is preferable as:

- Each of the local authorities could have submitted an expression of interest to become an LVEP in their own right.
- Had only one succeeded, this would have relegated neighbouring local authority DMOs to tier three meaning little or no support from Visit England, no funding and all contact would be routed through the tier two LVEP, meaning no access to England wide campaigns, funding, country managers or international travel trade campaigns.

2.6.5 Visit England has suggested summer 2023 for a West Yorkshire application. It is therefore vital to reach consensus about next steps as soon as possible to ensure that the necessary work can be undertaken to complete the application.

2.6.6 Visit England has indicated that at the end of the pilot, Destination Development Partnership status could be awarded on a West Yorkshire

geography. A Destination Development Partnership will attract funding at the end of the pilot and given there is potential for additional Destination Development Partnerships in South Yorkshire and North Yorkshire, this could give rise to greater funding potential for Yorkshire as a whole. Were West Yorkshire to achieve Destination Development Partnership status after 2025 the current understanding is that each of the five DMOs could then choose to apply for LVEP status as part of the ‘hub and spoke’ model or operate as a tier two LVEP within the Destination Development Partnership.

Next steps for West Yorkshire

2.7 This paper proposes a way forward to support the tourism sector at the West Yorkshire level. In summary, it is proposed that:

- Apply to Visit England to establish a West Yorkshire Local Visitor Economy Partnership (LVEP), with Visit Leeds (Operated by Leeds City Council) as the lead applicant.
- Establish an oversight board to develop a Destination Management Plan, an appropriate governance structure and develop the application. Leeds City Council will apply existing capacity gainshare funding for the development of the Destination Management Plan.

The Mayor and Council Leaders will play a key role in championing the governance of a suitable support structure for tourism at a West Yorkshire regional level, reflecting on the Combined Authority and Local Authorities’ wider remit and ambitions around business support, skills and culture.

2.8 It is proposed that £25K of capacity funding already allocated to Leeds City Council is used to cover the costs and commission the Destination Management Plan.

3. Tackling the Climate Emergency Implications

3.1 Sustainable Tourism and an accreditation process for the Tourism industry is currently being devised by VisitEngland, to ensure a standardised approach.

4. Inclusive Growth Implications

4.1 The creation of an LVEP realises the ambition that place matters, and that West Yorkshire is an outward looking global region with its people and businesses operating on the world stage, mindful of impact on the planet, where inward investors that share our values are welcomed. The realignment of the DMO to LVEP status, contributes to WYCA’s vision for inclusive growth, engaging businesses with skills initiatives, albeit this is specific to the tourism sector, and delivering a business support service that brings together public and private sector partners to provide support and guidance for tourism businesses.

5. Equality and Diversity Implications

The approach to tourism will draw on the experience of our existing work and focus on promoting initiatives that support people from a diverse range of backgrounds to access tourist attractions and employment in the tourism and hospitality sector.

The recommendation from the De Bois Review calls for a diverse governance board for the LVEP. The aim will be that the governance will reflect the diversity of our region.

6. Financial Implications

- 6.1 There will be financial implications arising from the findings of the Destination Management Plan. Initial costings are estimated at £25k for the creation of a West Yorkshire Destination Management Plan by an independent consultant. Further budget will be reviewed as the work progresses.

7. Legal Implications

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

8. Staffing Implications

- 8.1 There are presently no staffing implications directly arising from this report. However, the Destination Management Plan may indicate additional resource requirements to deliver a programme of works.

9. Recommendations

It is recommended that:

- A Local Visitor Economy Partnership (LVEP) application for West Yorkshire to Visit England is supported.
- As part of this work, appropriate governance will be developed. The Mayor will play a key role in championing the tourism sector and this will be reflected in the governance.
- An independent Destination Management Plan will be commissioned, utilising capacity gainshare funding already allocated to Leeds City Council.

11. Background Documents

None

12. Appendices

None

Report to: West Yorkshire Combined Authority

Date: 16 March 2023

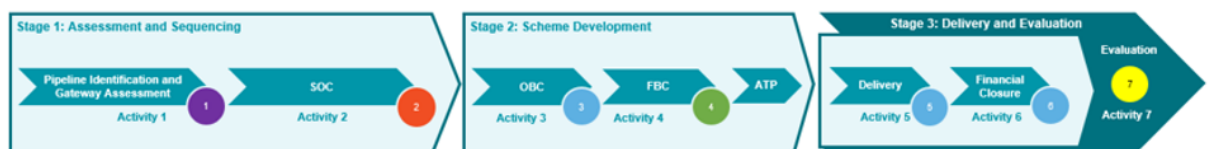
Subject: Project Approvals - Investment Priority 1 – Good Jobs and Resilient Businesses (including entrepreneurialism)

Director: Phil Witcherley, Interim Director Inclusive Economy, Skills & Culture

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 1 – Good Jobs and Resilient Businesses (including entrepreneurialism), 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 1 – Good Jobs and Resilient Businesses (including entrepreneurialism)

- 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 1 will deliver a range of programmes and schemes which focus on:

- Creating good work
- Supporting businesses to innovate and export
- Creating resilient supply chains
- Increasing the size of the West Yorkshire business base
- Reducing levels of deprivation
- Safeguarding jobs and create new job opportunities
- Connecting vulnerable groups and deprived communities to economic opportunity.

Scheme summaries

<p>Business Productivity Programme West Yorkshire</p>	<p><u>Scheme description</u></p> <p>The Business Productivity Programme (BPP) aims to boost small and medium sized enterprises' (SMEs) productivity by providing financial and advisory support.</p> <p>It aims to provide specialist advice to a minimum of 283 businesses, 205 of which will also receive financial support through grant investment. Carbon reduction considerations will be included in all grant appraisals and there will be a focus on engaging with a more diverse range of SMEs, including those not previously supported by the Combined Authority.</p> <p>The financial and advisory support will enable businesses to boost productivity, 'scale-up' and create 'Good Jobs' by upskilling existing employees or creating new jobs that pay at least the Real Living Wage.</p> <p>This scheme will be funded from the Single Investment Fund (SIF), specifically the gainshare allocation for Investment Priority 1 and UK Shared Prosperity Fund (UKSPF).</p> <p><u>Impact</u></p> <p>The project will support businesses to grow, improve productivity and deliver 'Good Jobs', by creating new ones and / or upskilling existing employees.</p> <p>The scheme aims to increase SMEs' productivity by introducing newer, more efficient, and environmentally friendly technologies and operating techniques.</p> <p>Specialist advisory support will help upskill existing staff, provide new 'Good Jobs' and support businesses to contribute to inclusive growth, for example, by engaging with local schools, social enterprises or other third sector organisations, and/or, recruiting apprentices from groups who are disadvantaged in the employment market.</p> <p><u>Decision sought</u></p> <p>A decision was made previously by the Combined Authority to allocate an initial £4,500,000 from Gainshare to this programme. This change request is for approval of £3,500,000 of UKSPF funding to replace £3,500,000 of the gainshare funding and increase the programme delivery timeframes from March 2025 to March 2026. To note UKSPF to be spent by March 2025.</p> <p>Total value of the scheme - £15,350,000, (£4,500,00 Combined Authority funding, £10,850,000 private sector matched funding).</p> <p>Funding recommendation sought - £3,500,000 from Shared Prosperity Fund and £1,000,000 from gainshare. The programme spend will be monitored on an ongoing basis and the programme team will continue to explore other funding sources.</p> <p>A decision by the Combined Authority is sought as part of this report</p>
--	---

- 3.3 Since the Combined Authority's meeting on 2 February 2023, no decision points or change requests have been assessed in line with the Combined

Authority's assurance process and approved through the agreed delegation to the Business Economy and Innovation Committee.

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

4.3 There are no schemes to review at this stage.

Projects in Stage 2: Scheme development

4.4 There are no schemes to review at this stage.

Projects in Stage 3: Delivery and Evaluation

Project Title	Business Productivity Programme
Stage	3 (delivery and evaluation)
Decision Point	Change request (activity 5)

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

- 4.5 In West Yorkshire we are concerned about productivity because it is directly linked to living standards. At a macro level, a country's ability to improve its standard of living over time is almost entirely dependent on productivity growth. At a micro level, business behaviours and good work can improve productivity, but also be made possible as a result of productivity. It is also crucial in determining long-term growth rates of an economy. It leads to stronger Gross Domestic Product (GDP) growth and, in turn, increases tax revenues and lowers government budget deficits. Productivity matters for inclusive growth. In 2022 the CA approved its first Business Productivity and Resilience Plan.
- 4.6 ONS research suggests that West Yorkshire has a higher proportion of firms with relatively low productivity compared to the country as a whole, and London in particular. This creates a "long tail" of underproductive firms. The Business Productivity Programme (BPP) is the CAs direct contribution to rebalancing this. The BPP aims to provide holistic support to boost small and medium sized enterprises (SMEs) productivity by providing advisory support, along with financial support where required.
- 4.7 The programme will be available to all sectors but engagement from the manufacturing sector is expected to be high, thereby contributing to the delivery of the recommendations from the Mayor's Manufacturing Taskforce. The programme will support businesses (including co-operatives and social enterprises) with up to 100 employees (with priority given to those with less than 50), helping them to boost productivity, upskill existing staff, create new jobs and contribute to inclusive growth. All grant applications will be assessed for their Net Zero impact, and all SMEs supported will receive advice on how to better address the climate emergency in their day-to-day operations.

- 4.8 The programme builds on the success and lessons learned from the Business Growth Programme (BGP), which ended in Autumn 2022 due to all funding being allocated to meet the high demand from businesses.
- 4.9 At Combined Authority on 17 March 2022, approval was given for an initial ask of £4,500,000 of Gainshare funds to allow the programme to mobilise at pace in order to meet current demand from SMEs, and to secure the required delivery capacity, consisting of Combined Authority staff and specialist provision from a procured partner.
- 4.10 Since approval, the scheme has identified £3,500,000 of funding from the UK Shared Prosperity Fund (UKSPF) to provide support to businesses. The Business Productivity Programme is a named project in Pillar 2: 'Supporting Local Business' of the UKSPF Local Investment Plan (LIP), aligning very closely with 'Delivering levelling up through increased productivity in good work through all businesses. This has already been considered by both the Business, Economy and Innovation Committee and the Combined Authority, with a paper taken on 21 October 2022.

Tackling the Climate Emergency Implications

- 4.11 The West Yorkshire Investment Strategy outlines 'support for businesses to help decarbonise and become more resource efficient and circular' as a priority area for investment. The programme will support investment in innovative technologies which, by their very nature, are replacing older technologies that use more energy and create more waste.
- 4.12 A key part of the project appraisal will be consideration of the environmental implications of proposed investments. The Local Enterprise Partnerships' (LEP) Clean Growth team will support the development of a framework by which these environmental impacts can be ascertained. Projects that have a negative environmental impact will not be supported through the programme, and those that will deliver positive environmental impacts will be prioritised.
- 4.13 Additionally, businesses supported through the programme will be encouraged to engage with the LEP's Clean Growth team, which can also provide free resource efficiency audits, support on implementing active and sustainable travel options, and support to reuse and recycle through the circular economy project.

Outputs and Benefits

- 4.14 The scheme outputs and benefits are expected to include:
- A minimum of 158 businesses receiving advisory support to improve productivity, 122 of which will also receive financial support.
 - A minimum of 10 'Good Jobs,' paying at least the real living wage either through creating new jobs or upskilling existing staff so they have the skills for higher level, higher paid jobs.
 - Good practice and policy shaping.
 - Inclusive growth commitments undertaken by supported businesses.

- Environmental benefits associated with adoption of more efficient technologies, and advice and support on how to integrate net zero approaches throughout the operations of the business.

4.15 A split of the outputs and benefits based on funding source are:

Outcome/ Output	Total	UKSPF Indicators to be delivered against Intervention E24
No of businesses to receive advisory support to improve productivity.	158	Number of enterprises receiving non-financial support - 125
No of businesses to receive financial support.	122 (of 158)	Number of businesses receiving grant – 95
No of ‘scaleup’ businesses supported, defined as 20% year-on-year growth for three years.	8 (of 33)	N/A
No of ‘Good Jobs’ created/upskilled paying at least the Real Living Wage (currently £10.90/hour).	210	Jobs created as a result of support – 160 Jobs safeguarded – 65
Private sector leverage generated from financial support to businesses.	£10,850,000	Private sector leverage generated - £8,400,000
Number of enterprises adopting new to the firm technologies or processes	75	75

Inclusive Growth Implications

4.16 The SPF funded elements of the programme will lead to an increase in the number of Inclusive Growth commitments (circa an additional 65 - 75) made by businesses supported through the programme. As context, since July 2019, businesses receiving financial support of £25,000 or above through any of the LEP’s grant programmes have had to commit to undertaking at least one mandatory Inclusive Growth commitment (two for awards of over £50,000). Businesses receiving grants of under £25,000 are asked to make a voluntary commitment. Options include but are not limited to:

- Improving skills and employability of young people in education.
- Improving skills and employment opportunities for local and disadvantaged people.
- Increasing training and development opportunities in the workplace.

- Working with the LEP's Clean Growth team to identify and implement meaningful actions to make a business more environmentally sustainable.
 - Committing to paying staff the Real Living Wage (currently £10.90/hour) within an agreed timescale.
 - Paying small business suppliers in accordance with the Prompt Payment Code (only for employers with over 50 employees).
 - Other Inclusive Growth commitments bespoke to the company's own policies, considered to be relevant and impactful by the Combined Authority.
- 4.17 It is proposed that all businesses accessing grant support through the Programme will be supported to undertake Inclusive Growth commitments, for the benefit of their employees and/or the local community. A proportion of the grant offered (10%) will be withheld until businesses can demonstrate that they have commenced/completed the appropriate commitment(s).
- 4.18 Additionally, supported businesses will be encouraged to become Fair Work Charter employers once that initiative is in place for businesses to engage with.

Equality and Diversity Implications

- 4.19 The programme will aim to support businesses in West Yorkshire's most deprived communities, with a target of at least 25% supported to be in the 20% most deprived wards in West Yorkshire based on the Index of Multiple Deprivation.
- 4.20 Additionally, the programme will aim to support businesses owned / led by people from under-represented groups, including women and those from different ethnic minority backgrounds. All businesses will be asked to complete Equality, Diversity, and Inclusion (EDI) monitoring information, which will be used to actively market the programme to groups where there is low take up. In addition, the delivery team will actively engage with key influencers in the region (networks and individuals) who have trusted relationships with segments of the business community (e.g. the Yorkshire Asian Business Association and the members of the West & North Yorkshire Chamber of Commerce BAME Committee) to increase awareness and take-up of the programme.
- 4.21 The application form(s) for the programme will also contain an EDI statement that applicants need to confirm abidance with before their application can be progressed. Larger businesses (defined as having 50 plus employees) will be asked to supply a copy of their own EDI policy and supported to develop one if not in place.
- 4.22 An Equality Impact Assessment was completed as part of the business case development for the programme.

Risks

4.23 Key risks to the scheme are:

- Demand for the programme is not at the level anticipated. This has been mitigated by the fact that there is already a pipeline of 30 companies. Pro-active marketing will also be undertaken by the CA and the third-party advisory support partner, alongside the engagement routes outlined above.
- Grant commitments do not translate into actuals. Historical experience of running similar projects/programmes suggests that for every £100,000 of funding offered, circa 15% (or £15,000) is not actually taken up. This is on the basis that investments/projects do not proceed or do proceed but at a lower level than was originally anticipated at application stage. This has potential to impact negatively on both project expenditure and outputs. To mitigate against this, outstanding grant commitments will be tracked on a monthly basis and where projects are no longer proceeding offers will be withdrawn, with monies put back into the budget for redistribution and new applications brought forward.

Costs

4.24 The total cost of the scheme is £15,350,000.

4.25 The programme is currently underwritten by Single Investment Funding, approved on 17 March 2022 by the Combined Authority. The Combined Authority's contribution is currently £4,500,000. £3,500,000 will now be funded from UKSPF (to be spent by March 2025) and £1,000,000 from gainshare.

4.26 The programme spend will be monitored on an ongoing basis and the programme team will continue to explore other funding sources.

4.27 The remaining funding is £10,850,000 of private sector match funding.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
Change request (activity 5)	Recommendation: Programme Appraisal Team Decision: Combined Authority	16/03/2023
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Operating Officer / Chair of Programme Appraisal Team	31/07/2026

Other Key Timescales

- 4.28 Delivery will be completed by 31 March 2026, with the UKSPF delivered by March 2025.

Assurance Tolerances

Assurance tolerances
Combined Authority costs remain within those outlined in this report.
Delivery timeframes remain within +3 months of those outlined in this report. UKSPF delivery and spend is to be completed by March 2025.
The number of businesses supported remains within -10% of those outlined in this report. Output tolerances for the £3,500,000 UKSPF will be set for all schemes within the Funding Agreement and in line with those set out by Government UK Shared Prosperity Fund technical guidance.

Appraisal Summary

- 4.29 This scheme is currently in delivery. The scheme will continue to be managed by the Combined Authority's Business Productivity Programme management team, in close partnership with appointed specialist advisory and evaluation contractors and businesses across the City Region.
- 4.30 The programme addresses the increasing uncertainty around funding for future business support programmes in the City Region. The programme's anticipated scope, realistic outcomes and benefits have been identified based on historically similar projects / programmes.
- 4.31 The proposed programme responds directly to Investment Priority 1 of the West Yorkshire Investment Strategy (WYIS) in relation to Good Jobs and Resilient Businesses and aligns with Mayoral pledges. The programme also directly aligns with priorities in the Strategic Economic Framework (SEF).
- 4.32 Value for Money for this scheme was calculated at £9,109 per job at the previous decision point (2-4 business justification). This represented good value for money as the national average is in the region of £30,000 per new job. The increase in total scheme cost and benefits represents a cost per job of £13,115 which still represents good value for money.

Recommendations

- 4.33 The Combined Authority approves:
- (i) The change request for approval of £3,500,000 of UKSPF funding to replace £3,500,000 of the gainshare funding and increase the programme delivery timeframes from March 2025 to March 2026. To note UKSPF to be spent by March 2025.
 - (ii) 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.

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 Productivity Programme

12.1 The Combined Authority approves:

- (i) The change request for approval of £3,500,000 of UKSPF funding to replace £3,500,000 of the gainshare funding and increase the programme delivery timeframes from March 2025 to March 2026. To note UKSPF to be spent by March 2025.
- (ii) 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.

13 Background Documents

13.1 None as part of this report.

14 Appendices

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



Project Approvals

Appendix 1 - Assurance Framework

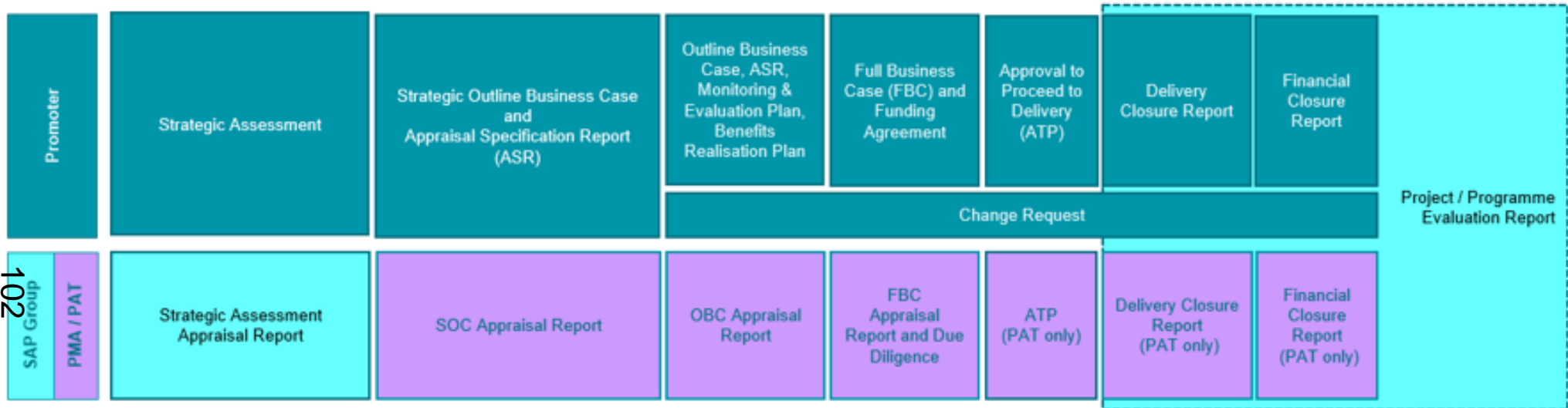
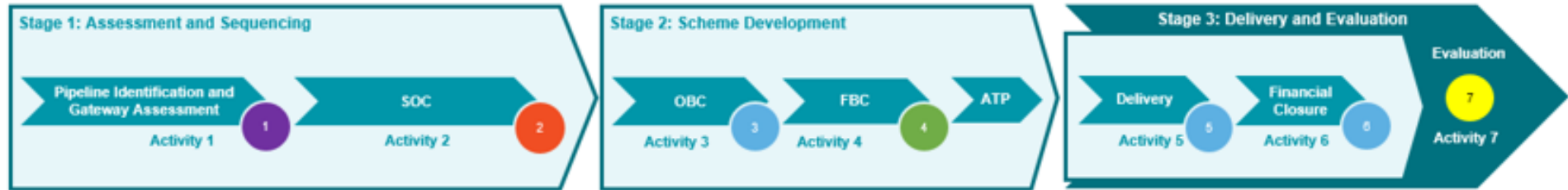
1. Assurance Framework

- 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.

This page is intentionally left blank

Report to: West Yorkshire Combined Authority

Date: 16 March 2023

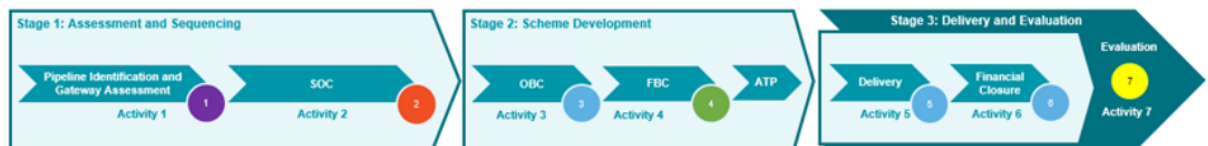
Subject: Project Approvals - Investment Priority 3 – Creating Great Places and Accelerated Infrastructure

Director: Liz Hunter, Director of Policing, Environment & Place

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 3 – Creating Great Places and Accelerated Infrastructure, 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 3 (IP3) - Creating Great Places and Accelerated Infrastructure

- 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 3 will focus on place-making, housing, regeneration, flood risk and digital infrastructure, by delivering programmes and schemes which will:

- Accelerate the transformation of towns and cities into successful, resilient, sustainable places
- Increase flood resilience and enhance property level flood resilience for businesses
- Create healthier, positive and greener places
- Strengthen existing places
- Create new, future-proofed, well-designed developments
- Increase access to gigabit-capable broadband in hard to reach and/or rural areas
- Reduce fuel poverty.

Langthwaite Enterprise Zone / CoSTAR Update

3.3 At the February 2023 meeting, the Combined Authority considered an update on the Langthwaite Enterprise Zone (EZ) and approved participation as a party in a bid to UK Research and Innovation to fund (a) a national centre for the Convergent Screen Technologies and performance in Realtime (CoSTAR) and (b) production technologies, linked to the Langthwaite site. The outcome of the bidding round is expected to be finalised in August 2023 following a period of due diligence by Government.

3.4 Langthwaite EZ is one of ten sites within the Combined Authority's designated Enterprise Zones. The purpose of the EZ programme is to maximise development of new commercial space within the region to support attraction of new business, expansion of existing businesses and the creation of new jobs.

3.5 The Combined Authority acquired the majority freehold (approximately 23 acres) of the Langthwaite EZ site in August 2020 utilising Local Growth Fund monies. To date only minimal infrastructure works have been undertaken on the site, including diversion of overhead powerlines funded through the Getting Building Fund. A hybrid planning permission has been progressed and awaits consent and detailed designs for highways access and remediation works based on a 2020 masterplan have been completed.

3.6 Enabling works (access road and remediation) are required to bring forward the Langthwaite EZ site for commercial development and creative space regardless of whether or not the CoSTAR bid is successful. It is therefore deemed prudent to move forward with these works at pace – subject to all land, statutory consents and internal approvals being in place - including progression of the project through the Assurance Framework. The enabling works will be classed as Phase 1 activity in respect of future development of the Langthwaite site and are anticipated to cost in the region of £7,000,000.

- 3.7 At the February 2023 meeting, the Combined Authority noted an indicative funding package for the Langthwaite project which includes (but is not limited to) potential use of residual capital funding from the Growing Places Fund (GPF) and income related to other Enterprise Zone sites (i.e. income which is anticipated from commercial agreements, including overage agreements). In addition there is potential to utilise future capital receipts from GPF loans once these are repaid as these are unencumbered. The full funding package will be finalised once the phase 1 project has progressed further through the Assurance Framework.
- 3.8 An approval was also granted in February 2023 for £250,000 in initial resourcing capacity to enter into the CoSTAR bidding process and to enable development of the Langthwaite site, funded through residual Growing Places Fund monies and work has been initiated against this budget. A delegation to the Chief Executive for approval at the full business case stage of assurance is currently in place, as the Phase 1 project has previously secured outline business case approval aligned to the Getting Building Fund, funding for which has since expired.

Scheme Summaries

<p>Investment Priority 3 - Creating Great Places and Accelerated Infrastructure Portfolio</p> <p>West Yorkshire</p>	<p><u>Scheme description</u></p> <p>The Investment Priority 3 (IP3) - Creating Great Places and Accelerated Infrastructure portfolio aligns with the priorities outlined in the West Yorkshire Investment Strategy, by delivering resilient infrastructure. The portfolio proposes programmes and projects under the following themes:</p> <ul style="list-style-type: none"> • Housing and Regeneration – supporting the development of good quality and truly affordable homes. • Employment Land and Development – connecting communities to work and training and accelerating transformational change. • Spatial Priority Areas (SPAs) – developing a spatially focused approach to delivery, using tools such as grants and direct investment. • Flood Risk Management - building flood resilience as part of a catchment level approach to managing flood risk. • Digital Infrastructure – unlocking commercial investment in broadband delivery in areas of market failure. • Natural Environment and Green Infrastructure – creating appealing places that are safe, sustainable and connected. • Safer and Stronger Communities (Safer Parks) – piloting a Safer Parks Project to improve safety for women and girls. <p>The total capital value of known projects and programmes in the IP3 portfolio pipeline is £72,044,680. The Combined Authority's contribution is £7,132,098 from the gainshare allocation for IP3, which will be used to add capacity and expertise to specific programmes and / or bridge the funding gap for projects and leverage commercial investment.</p> <p><u>Impact</u></p> <p>The portfolio, through its proposed project and programmes, will aim to increase the resilience of communities to deal with the impacts of climate change, accelerate and improve the quality of infrastructure delivered and drive inclusive and sustainable growth through investment aligned to development land and property, with a focus on providing good jobs and affordable homes.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 1 (strategic assessment) and for work to commence on individual business cases.</p> <p>Total capital value of known projects and programmes in the IP3 portfolio - £72,044,680</p> <p>Total value of Combined Authority funding - £7,132,098</p> <p>Funding recommendation sought - £632,098</p> <p>A decision by the Combined Authority is sought as part of this report</p>
--	--

Additional approvals

3.9 Since the Combined Authority’s meeting on 2 February 2023, no decision points or change requests have been assessed in line with the Combined Authority’s assurance process and approved through the agreed delegation to the Place, Regeneration and Housing Committee.

UK Shared Prosperity Fund sub delegation of approval of schemes to Chief Executive due to gap in Committee

3.10 The UK Shared Prosperity Fund (UKSPF) is complex and delivering at pace and given Government have allocated the funding against annual profiles there is increasing pressure to spend and deliver at speed or there is a risk that funding will be lost to the region. There is a gap in Committees after this Committee and therefore a delay in opportunities for UKSPF schemes to be approved, affecting delivery timescales and a risk that funding could be lost. The next Combined Authority is not until 22 June 2023 and further ones have not yet been diarised.

3.11 Therefore, in addition to the full scheme approval in this report, in order to maintain programme delivery and spend targets, the Combined Authority approval is sought to delegate full approval to the Combined Authority’s Chief Executive for a number of potential schemes summarised below:

<p>Safety of Women & Girls – Pillar 1 West Yorkshire</p>	<p><u>Scheme description</u></p> <p>The scheme will provide funding (£972,762) to be used by West Yorkshire partner councils to deliver safety of women and girls schemes in response to the Mayor’s Safety of Women and Girls Strategy launched November 2022. Partner councils will be critical in delivery of the scheme to ensure the fund meets local need and addresses local challenges.</p> <p>This will be funded by the UK Shared Prosperity Fund (UKSPF)</p> <p><u>Impact</u></p> <p>The scheme will support the delivery of the Mayor’s Safety of Women and Girls Strategy. This scheme dovetails with the strategy by:</p> <ul style="list-style-type: none"> • Creating prevention and early intervention programmes that support the safety of women and girls • Focusing on driving behaviour change through improved education and attitudes of young men and boys towards women and girls • Delivering capital spend opportunities to regenerate areas with a high fear of crime or incidents of crime. <p>The West Yorkshire UKSPF Local Partnership group reviewed the individual LA proposals at its meeting on 6 March 2023 provided feedback and were supportive.</p>
---	--

<p>Rural England Prosperity Fund West Yorkshire</p>	<p><u>Scheme description</u></p> <p>As part of the UK Shared Prosperity Fund (UKSPF) the Rural England Prosperity Fund was launched in September 2022 by the Department for Environment, Food and Rural Affairs (Defra). It is a top up to the core UKSPF worth £2,567,501 for 2023/24 and 2024/25.</p> <p>The scheme will act as a capital grants programme run by the Combined Authority on behalf of partners supporting small and micro rural businesses in the areas of business development, food processing and support for the tourism/visitor economy</p> <p>This will be funded by the UK Rural England Prosperity Fund (a top up to the main core UKSPF).</p> <p><u>Impact</u></p> <p>The scheme will look to support the rural economy of West Yorkshire (rural as defined by Defra).</p> <p>The West Yorkshire UKSPF Local Partnership group reviewed the proposed operating model and selection criteria at its meeting on the 6th March 2023, provided feedback and were supportive.</p>
--	--

3.12 The Combined Authority approves that:

- (i) Where scheme approval is required before 30 June 2023, the schemes outlined in paragraph 3.11 are delegated for approval to the Chief Executive, due to expediency of delivery.

Delegation of Capital Flood schemes to Climate Committee

3.13 At the Combined Authority meeting of 2 February 2023 any change requests for the Capital Flood Risk Management Programme were delegated to the Place, Regeneration and Housing Committee. Following consultation with the Chair of Place, Regeneration and Housing Committee, it is recommended that this delegation is allocated to the Climate, Energy and Environment Committee instead.

3.14 The Combined Authority approves that:

- (i) Any change requests for the Capital Flood Risk Management Programme are delegated to Climate, Energy and Environment Committee.

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	Investment Priority 3 - Creating Great Places and Accelerated Infrastructure Portfolio
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 The Investment Priority 3 (IP3) - Creating Great Places and Accelerated Infrastructure portfolio aligns with the priorities outlined in the West Yorkshire Investment Strategy, by delivering resilient infrastructure.
- 4.4 Parts of the region have a thriving economy but not all communities feel the benefits of that growth. Action is needed, from the Combined Authority and its partners, across all parts of the economy and infrastructure delivery to address this challenge.
- 4.5 The portfolio's proposed pipeline of programme / project development activity and investments in place making and infrastructure aim to:
- Increase the resilience of communities, with a focus on ensuring that interventions support the most excluded and deprived groups and communities.
 - Accelerate and improve the quality of infrastructure delivered driving investment to locations and communities most in need.
 - Drive inclusive and sustainable growth through investment aligned to development land and property (with a focus on providing good jobs and affordable homes in the region and reducing national economic disparities).
 - Enabling good quality housing and employment growth through providing resource and capacity at a local level to accelerate delivery in strategic locations.

4.6 The proposed themes and programmes for the portfolio are shown below, with many specifically providing support and enabling capacity to the commercial sector where there is evidence of market failure. This can be due to a lack of commercial appetite and / or return, or in areas which cannot be delivered commercially for example, a public good, such as green infrastructure including open spaces, parks or woodlands. Other themes support public sector partners to deliver shared objectives.

- **Housing and Regeneration** – This theme includes improving places and neighbourhoods through unlocking development and regeneration potential. It will support the development of good quality and truly affordable homes, providing safe and sustainable places where people choose to live.

It is proposed the existing Housing Revenue Fund (HRF) which has supported 59 projects, is extended. An extension would enable a similar number of projects to progress towards delivery. A future capital funding programme would assist with unlocking stalled and unviable sites where public funding is required.

- **Employment Land and Development** – This theme includes improving places and neighbourhoods, connecting communities to work and training and accelerating transformational change into successful, sustainable places.

The proposal is for funding to be provided to support project / business case development and feasibility work, to enable sites to progress towards delivery. This will result in schemes being better able to attract further funding, if and when opportunities arise.

- **Spatial Priority Areas** – Spatial Priority Areas (SPAs) are priority locations for large scale growth and regeneration. Rising inflation and interest rates, alongside uncertainty in power supply, has led to falling investor confidence and the availability of development finance, which is impacting on delivery including across the SPAs.

It is proposed that funding is used to develop a spatially focused approach to delivery, across themes and tailoring development models, utilising a suite of tools such as grants, direct investment, Compulsory Purchase Orders and the potential use of Mayoral Development Corporations, to suit the specific requirements of individual SPAs.

- **Flood Risk Management** - this theme will build flood resilience as part of a catchment level approach to managing flood risk.

In West Yorkshire approximately 39,000 residential properties and 13,000 commercial properties in fall within a flood zone. Flooding is likely to become a more frequent occurrence as a result of climate change.

24 schemes have been identified to address this risk, but many need additional investment unlock government contributions and start delivery.

The portfolio's Capital Flood Risk Management Programme already gained decision point 1 (strategic assessment) from the Combined Authority in February 2023, and is progressing independently through the Combined Authority's assurance process.

- **Digital Infrastructure** – This theme will unlock commercial investment in broadband delivery in areas of market failure. It will unlock economic growth and offer opportunities to reduce the need to travel, specifically in rural areas.

Digital technology and innovation are developing quickly offer a range of opportunities for efficiency, carbon and financial savings. Currently there isn't a cohesive approach to digital infrastructure, so programmes within this theme will aim to stimulate commercial investment in broadband in areas of market failure. Proposals currently under consideration include a local Gigabit Voucher Programme and Flexible Gigabit Grant Programme. These proposals will be explored further as part of the development of the programme business case.

- **Natural Environment and Green Infrastructure** – This theme, along with Safer Parks, shown below, includes improving neighbourhoods so that people and nature can flourish, creating appealing places that are safe, sustainable and connected, enhancing biodiversity and restoring habitats, improving fair access to the natural environment, improving health and wellbeing and increasing the resilience of communities.

The natural environment has a critical role to play in underpinning a healthy and resilient population helping to reduce emissions and providing climate ready services and solutions. A high-quality and accessible natural environment is vital for humans, biodiversity and sustainable places.

Potential programmes to be developed / supported currently, which are expected to be explored further as part of the development of the programme business case include:

- Nature recovery tools (including Local Nature Recovery Strategy)
- White Rose Forest
- Green Infrastructure and Access to Health
- Regenerative Nature Recovery Schemes
- Farmer and Landowner Information and Support Service

- **Safer and Stronger Communities (Safer Parks)** - There is a significant disparity between male and female victims of sexual offences and violent crimes in West Yorkshire and nationally. Improving safety for women and girls is a priority reflected in the Mayor's Police and Crime Plan and in her Safety of Women and Girls Strategy, published in 2022.

The Combined Authority's Parks for Women and Girls research report with the University of Leeds was published in December 2022 and has given an insight into women and girls' perceptions of safety in parks.

This theme proposes to pilot a Safer Parks Project, using the design principles identified by the research.

- 4.7 The total capital value of known projects and programmes in the IP3 portfolio pipeline is £72,044,680. The Combined Authority's contribution is £7,132,098 from the gainshare allocation for IP3. The funding will be used to add capacity and expertise to specific programmes and / or bridge the funding gap for projects and leverage commercial investment.

- 4.8 Business cases for the above-mentioned proposed programmes will explore further funding opportunities, where needed, as part of their development and will progress through the Combined Authority's assurance process individually.
- 4.9 Please note that the development of the Capital Flood Risk Management Programme is more advanced. The programme has already gained decision point 1 (strategic assessment) approval at Combined Authority in February 2023, to expedite delivery and consideration of funding opportunities, but remains part of this portfolio. Further information is included in the costs section of this report.
- 4.10 As other funding opportunities could present themselves in the future, programmes that are at a very early stage of development, which are not able to use the funding currently available, have been included as part of the portfolio seeking decision point 1 approval, so that the Combined Authority is in the best possible position to respond quickly to future funding opportunities when they arise. Other sources of potential funding are shown in the costs section of this report.

Tackling the Climate Emergency Implications

- 4.11 The portfolio's objectives will contribute to the Mayor's pledge of tackling the climate emergency and protecting the environment.
- 4.12 The portfolio's flood risk management, nature recovery, and green infrastructure programmes will support achievement of the objective to increase the resilience of communities to deal with the impacts of climate change. The objective of accelerating and improving the quality of infrastructure, recognises that infrastructure delivery needs to be delivered in an environmentally sustainable way and needs to be climate resilient for future changes in climate.

Outputs and Benefits

- 4.13 The overall portfolio outputs and benefits are expected to include:
- Completion of up to 24 capital flooding schemes
 - Increased number of homes and businesses with enhanced flood protection leading to a reduction in premises at risk of flooding
 - Digital infrastructure schemes delivered including Flexible Gigabit Grant Programme and Urban Gigabit Voucher Programme increasing gigabit capable broadband coverage
 - Increased number of homes and businesses with enhanced digital connectivity
 - A safer parks pilot and evaluation report leading to improved safety and perception of safety for women and girls.
 - Creation of a pipeline of strategic nature recovery and restoration schemes, strategic housing sites and strategic employment sites and longer term, delivery of strategic housing and employment land opportunities identified in the pipeline.

- Local nature recovery tools (such as Local Nature Recovery Strategy)
- Incremental habitat restoration and biodiversity net gain
- Increased access to green infrastructure, for example open spaces and parks
- Strong market knowledge and understanding of investment opportunities – capable of anticipating and reacting quickly business investment opportunities leading to increased market and private sector investment in delivery across West Yorkshire
- Detailed understanding of Spatial Priority Areas their development potential and investment required.
- Delivery of sustainable places where access to housing and employment opportunities are aligned to investment in renewable energy, green and blue infrastructure (for example rivers, streams and other bodies of water) and sustainable travel
- Increased local resource and capacity in housing and planning teams
- Reduction in fuel poverty
- CO2 emission reductions
- Improved health outcomes for individuals, particularly those from the most disadvantaged communities.

4.14 Outputs and benefits will be further refined through the development of individual programme business cases.

Inclusive Growth Implications

4.15 The portfolio has an objective to drive inclusive and sustainable growth and will consider how growth delivered by this portfolio is inclusive, increasing access to economic growth in sustainable locations, tied to housing and infrastructure investment and recognising that some community groups may be disproportionately impacted by future changes in climate.

4.16 The portfolio inclusive growth implications identified so far include:

- Improved health outcomes for individuals, particularly those from the most disadvantaged communities.
- Providing flood protection to vulnerable and deprived areas, including those defined as the top 10-20% most deprived.

4.17 Inclusive growth implications will be explored further as part of the development of individual programme business cases.

Equality and Diversity Implications

4.18 An Equality Impact Assessment (EqIA) has been undertaken for the portfolio and equality and diversity impacts taken account of as part of the development of the strategic assessment report. Further EDI implications will be explored as part of the development of individual programme business cases.

Risks

4.19 The scheme risks include:

- Funding and an inability to access the required level of investment is the key risk to delivery of the portfolio. This will be mitigated by having robust cost profiling and contingencies in place. Further mitigation will be explored as part of individual programme business case development.
- Economic downturn – Given the current economic context, recessions poses a risk to delivery nationally and exacerbates existing viability challenges already prevalent across the region. Mitigation will be explored as part of individual programme business case development.
- Competing or miss aligned priorities of key stakeholders, leading to challenges aligning the portfolio’s objectives with market drivers, for example delivery becomes reliant on private sector partners being aligned to the Combined Authority’s priorities particularly within housing, employment and regeneration programmes. This is mitigated by continued and open stakeholder engagement to manage expectations and seek to agree cross area benefits.
- Inflationary and cost increases, mitigated by robust cost profiling and contingencies.
- Weather conditions impact on delivery timeframes, mitigated by allowances for seasonal delays and contingencies within project delivery and funding deadlines.
- High demand for labour and materials, leading to low availability and the risk of not delivering programmes to budget and / or within delivery timeframes, mitigated by robust cost profiling and contingencies. Further mitigation will be explored as part of individual programme business case development.
- Partners capacity to deliver, due to budget constraints and / or recruitment challenges, leading to delays in business case development and programme delivery, mitigated by increasing capacity through programme funding.

Costs

4.20 The total capital value of known projects and programmes in the IP3 portfolio pipeline is £72,044,680. The Combined Authority’s contribution is £7,132,098 from the gainshare allocation for IP3:

Housing Accelerator Fund	£3,332,098
Employment Land and Development	£2,000,000
Flexible Fund on Delivery Models for SPAs	£1,500,000

Portfolio Evaluation	£300,000
Total	£7,132,098

4.21 Programmes within the IP3 portfolio which are currently known to require further funding where pipelines are established, are outlined below. Additional funding may be required for other programmes as they are developed:

- Capital Flood Infrastructure Programme – £48,412,000
- Flexible Gigabit Grant Programme & Urban Gigabit Vouchers - £4,000,000
- Safer and Stronger Communities - Safer Parks - £1,000,000
- Natural Environment and Green Infrastructure – £1,500,000

4.22 The remaining funding required, will be explored as part of the development of individual programme business cases but may include:

- Housing – Commercial investment, Homes England
- Employment Land and Spatial Priority Area Delivery Models – commercial investment, Homes England, Investment Zones
- Capital Flood Infrastructure Programme – government, Environment Agency, local levy
- Digital Infrastructure – government, commercial investment, Building Digital UK, broadband gainshare
- Natural Environment and Green Infrastructure – government, commercial investment, Section 106 agreements and Sport England

4.23 Approval for development costs of £632,098 are sought through this report as follows:

Description	Cost
Housing Accelerator Fund Release of funding to appoint a programme manager to accelerate business case development and delivery of Housing Accelerator Fund Programme	£132,098
SPA Delivery Model Programme Procurement of a partner with expertise in housing and commercial markets, to provide consultancy support in developing bespoke delivery models for Spatial Priority Areas to support the next stage of business case development.	£500,000
Development costs	£632,098

4.24 Approval of £632,098 will take the total portfolio approval to £745,833, following approval of £113,735 development costs for the Capital Flood Risk

Management Programme, as part of the decision point 1 (strategic assessment) approval at Combined Authority in February 2023.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
1 (strategic assessment)	Recommendation: Strategic Assessment Priority (SAP) Group Decision: Combined Authority's Chief Executive	16/03/2023
2 (strategic outline case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	Will vary for each business case.

- 4.25 Work will now commence on the development of individual business cases within the portfolio. Timescales and assurance pathways and approval routes will be confirmed in individual project / programme business cases.

Other Key Timescales

- 4.26 Other key timescales will be confirmed at the next business case stage.

Assurance Tolerances

Assurance tolerances
Assurance tolerances will be set for individual programmes at the next business case stage

Appraisal Summary

- 4.27 The portfolio was submitted as a Strategic Assessment and was recommended for approval due to its strategic importance and benefits.
- 4.28 The content of the portfolio has already been through an options review workshop involving the Place, Regeneration and Housing Committee, designed to identify priorities for action based on strategic fit and deliverability.
- 4.29 Full appraisal of individual programmes / projects will take place at the next business case stage and conditions have been set that will need to be discharged at the next stage.

Recommendations

- 4.30 The Combined Authority, approves that:
- (i) The Investment Priority 3 - Creating Great Places and Accelerated Infrastructure portfolio proceeds through decision point 1 (strategic assessment) and work commences on the development of individual business cases.

- (ii) An indicative approval to the Combined Authority's contribution of £7,132,098. The total capital value of known projects and programmes in the IP3 portfolio is £72,044,680.
- (iii) Development costs of £632,098 are approved in order to progress the individual business cases, taking the total approval to £745,833.
- (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report.

Projects in Stage 2: Scheme development

- 4.31 There are no schemes to review at this stage or enter scheme details.

Projects in Stage 3: Delivery and Evaluation

- 4.32 There are no schemes to review at this stage or enter scheme details.

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)

Scheme

12.1 The Combined Authority approves that:

- (i) The Investment Priority 3 - Creating Great Places and Accelerated Infrastructure portfolio proceeds through decision point 1 (strategic assessment) and work commences on the development of individual business cases.
- (ii) An indicative approval to the Combined Authority's contribution of £7,132,098. The total capital value of known projects and programmes in the IP3 portfolio is £72,044,680.
- (iii) Development costs of £632,098 are approved in order to progress the individual business cases, taking the total approval to £745,833.
- (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report.

Additional Recommendations

Delegation of Schemes

12.2 The Combined Authority approves that:

- (i) Where scheme approval is required before 30 June 2023, the schemes outlined in paragraph 3.11 are delegated for approval to the Chief Executive, due to expediency of delivery.

12.3 The Combined Authority approves that:

- (i) Any change requests for the Capital Flood Risk Management Programme are delegated to Climate, Energy and Environment Committee.

12.4 The Combined Authority notes the update on the Langthwaite Enterprise Zone Phase 1 project.

13 Background Documents

13.1 None as part of this report.

14 Appendices

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

This page is intentionally left blank



Project Approvals

Appendix 1 - Assurance Framework

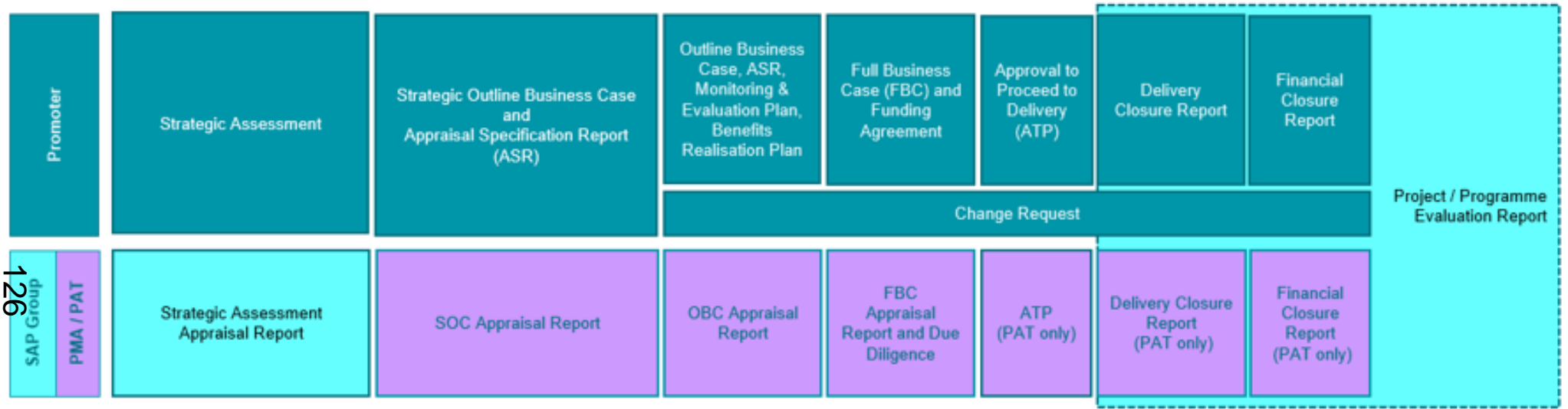
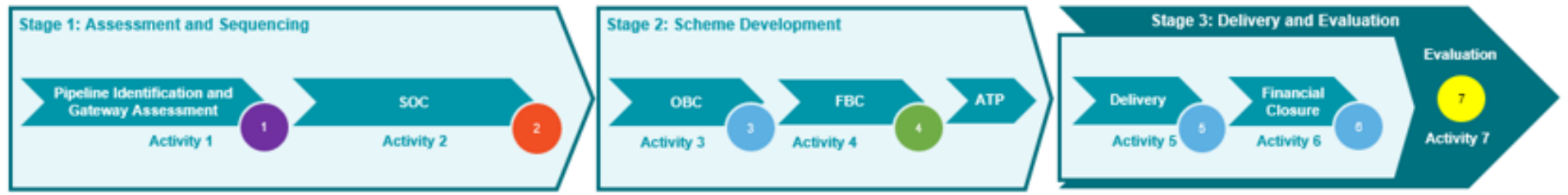
1. Assurance Framework

- 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.

This page is intentionally left blank

Report to: West Yorkshire Combined Authority

Date: 16 March 2023

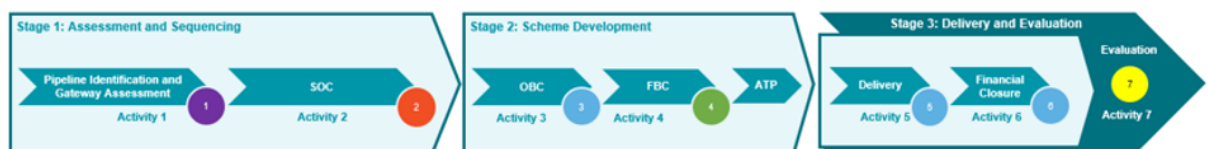
Subject: Project Approvals - Investment Priority 4 – Tackling the Climate Emergency and Environmental Sustainability

Director: Liz Hunter, Director of Policing, Environment & Place

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 Investment, 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>Social Housing Decarbonisation Fund – Wave 2</p> <p>West Yorkshire</p>	<p>This scheme will build on the work of Social Housing Decarbonisation Fund – Wave 1, to upgrade the energy efficiency of some of the most in need housing stock within West Yorkshire. The scheme will deliver warm, energy-efficient homes, reduce carbon emissions and fuel bills, tackle fuel poverty, and support green jobs.</p> <p>This scheme will be funded by Wave 2 of the government’s Social Housing Decarbonisation Fund (SHDF), a £3.8 billion, 10 year, England only fund, to improve the energy performance of social rented homes on the pathway to Net Zero 2050. The Combined Authority is expecting to be awarded £15,032,090 from Wave 2, and to deliver the schemes by September 2025.</p> <p>The Combined Authority is continuing its partnership with eight social housing providers and one Local Authority partner and has secured a further £16,935,123 in match funding.</p> <p><u>Impact</u></p> <p>This scheme aligns with the Mayoral Pledge to tackle the climate emergency and protect our environment, the West Yorkshire Combined Authority’s inclusive growth agenda, and the West Yorkshire Investment Strategy Priority 4: Tackling the climate emergency and Environmental Sustainability.</p> <p>Due to the differences in circumstances of each household, an accurate benefit cost ratio (BCR) is accepted to be impossible without asking tenants for personal and sensitive information.</p> <p>This scheme will provide energy efficiency improvements to 2411 homes that are below EPC band C and will target properties with the greatest needs over an 18 month period, reducing bills and going some way to relieving fuel poverty. Social benefits include improvements to comfort, health and well-being of social housing tenants.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 1 (strategic assessment) and work commences on activity 3 (outline business case).</p> <p>Total value of the scheme - £31,967,212</p> <p>Total value of Combined Authority funding - £15,032,090</p> <p>Funding recommendation sought - £0</p> <p>A decision by the Combined Authority is sought as part of this report</p>
--	---

3.3 Since the Combined Authority's meeting on 2 February 2023, no decision points or change requests have been assessed in line with the Combined Authority's assurance process and approved through the agreed delegation to the Climate, Energy and Environment Committee.

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	Social Housing Decarbonisation Fund – Wave 2
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 programme will be funded through the Department of Business, Energy, and Industrial Strategy's (BEIS) Social Housing Decarbonisation Fund (SHDF); a £3.8 billion (2019) government manifesto commitment over a 10-year period to improve the energy performance of social rented homes, on the pathway to Net Zero 2050. It is supplemented by match funding provided mainly by the social landlords and / or other Authorities. This programme aims to support the improvement of social housing stock that is currently below an Energy Performance Certificate Band C delivering warm, energy-efficient homes, reducing carbon emissions and fuel bills, tackling fuel poverty, and supporting green jobs.
- 4.4 This is the second tranche of the programme, and BEIS will award up to £800,000,000 to England only projects to support Registered Providers (RP) of social housing, including private and local authority providers, to improve the energy performance of their social housing stock. This will be achieved by installing eligible energy efficiency measure. The West Yorkshire Combined Authority is expecting to be awarded £15,032,090 from Wave 2, with a further £16,935,123 in match funding from the housing providers.
- 4.5 As with Wave 1, Wave 2 will focus on fabric first measures which maximise the performance of the components and materials that make up the fabric of the building itself to reduce energy bills for tenants, deliver carbon savings and contribute to more comfortable, warm homes that are free of damp and mould. A 'no regrets' approach has been taken, ensuring that the building fabric will not require any future works on the housing provider's journey to net zero emissions across its housing stock.
- 4.6 The Combined Authority is continuing its partnership with the eight Registered Social Housing Providers (RPs) and one local authority housing provider from

the West Yorkshire Housing Partnership that are currently engaged in delivering Wave 1. Through these partnerships the Combined Authority has secured a further £16,935,123 in match funding. The overall programme of £31,967,212 will regenerate local areas, tackle the climate emergency and reduce fuel poverty through the improvement of over 2400 properties. However, the scale of investment required to enhance energy efficiency in housing in West Yorkshire is immense. Lessons have been learned from the first wave of investment to support the Wave 2 bid; these include completing sample surveys on proposed housing types, the collating of potential reserve properties if access is denied and the inclusion of minor extras such as LED lighting to ensure EPC C is achieved.

- 4.7 The Combined Authority declared a climate emergency in July 2019; a key sector where emission reductions are required is buildings, which are the second highest carbon emitter (41%) in West Yorkshire. The West Yorkshire Carbon Emissions Pathways study also demonstrates nearly 700,000 homes will need to be retrofitted and 665,000 low carbon heating systems installed to meet net-zero by 2038. In addition homes in West Yorkshire are also typically less energy efficient than the national average and at present fuel poverty affects 17% of homes. Fuel poverty is also a contributing factor of excess winter deaths and affects the ability of people to participate in meaningful and well-paid work.

Tackling the Climate Emergency Implications

- 4.8 This scheme will continue and build on the work of Wave 1 to reduce the carbon emissions of social housing in West Yorkshire, contribution to the region's target of net-zero carbon by 2038. The Programme will improve the energy efficiency and reduce carbon emissions of 2,428 homes taking 2,411 properties to EPC band C. There is also an approximate annual energy saving close to 10 GWh.
- 4.9 The West Yorkshire Emission Reduction Pathways evidence base recognises the need for urgent, early action targeting improvements to social housing and the properties selected for this project are amongst the worst performing stock in West Yorkshire and the plan is to tackle our 'worst first'.

Outputs and Benefits

- 4.10 The scheme outputs and benefits include:
- 2,411 homes retrofitted to EPC band C
 - 100 jobs enabled including 11 apprenticeships
 - Energy savings/bill savings for tenants
 - Carbon savings
 - Improved comfort for tenants
 - Improved health outcomes for tenants
 - Reducing homes in fuel poverty
 - Supporting green jobs

- Reducing strain on the NHS
- Developing the retrofit supply chain
- Improving building standards/building safety

Inclusive Growth Implications

- 4.11 As a sector, social housing supports tenants and communities with greater diversity than other tenures. A larger proportion of tenants have diverse cultural ancestry, more social tenant households are headed by women and half of social rented households have a member with a long-term illness.
- 4.12 In addition, fuel poverty affects around 17% of homes in West Yorkshire which is higher than the national average. In deprived areas where a lot of the SHDF work is targeted, the picture is more acute owing to income deprivation and poor quality, older housing. Such poverty is a contributing factor to excess winter deaths and affects the ability of people to participate in meaningful and well-paid work as evidenced by NICE.

Equality and Diversity Implications

- 4.13 At programme level the Equality Impact Assessment (EqIA) scored low risk. As a sector, social housing supports tenants and communities with greater diversity than other tenures. A larger proportion of tenants have diverse cultural ancestry, more social tenant households are headed by women and half of social rented households have a member with a long-term illness.

Risks

- 4.14 Key risks to the scheme are:
- The Combined Authority are hoping an award of funding when the results are announced at the end of February. Whilst there is no certainty that the bid will be successful, the Combined Authority was noted as the 2nd highest local authority in terms of output performance in BEIS mid-term review of Wave 1.
 - Properties do not achieve EPC band C rating when work is completed, and therefore do not qualify for the BEIS funding. Mitigated by early discussions with the RP's, engaging in sample surveys and investigating additional low cost measures to contribute to obtaining the required EPC rating.

Costs

- 4.15 The current total scheme costs are:
- for Social Housing Decarbonisation Fund wave 2 scheme are £31,967,212, of which £15,032,090 is the Combined Authority's contribution and will be funded by the Social Housing Decarbonisation Fund.

- The Combined Authority has partnered with nine Registered Housing Providers (RP) from the West Yorkshire Housing Partnership and secured a further £16,935,123 in match funding.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
1 (strategic assessment)	Recommendation: Strategic Assessment Priority (SAP) Group Decision: Combined Authority	16/03/2023
Joint 3 (outline business case) and 4 (full business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Executive	28/04/2023
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Operating Officer / Chair of Programme Appraisal Team	30/09/2025

Other Key Timescales

- 4.16 This scheme will start delivery in April 2023 and will be completed by September 2025.

Assurance Tolerances

Assurance tolerances
Combined Authority costs remain within those outlined in this report. Delivery timeframes remain within 6 months of those outlined in this report. The number of businesses supported remains within -10% of those outlined in this report.

Appraisal Summary

- 4.17 This scheme has been submitted as a Strategic Assessment and recommended for approval due to its strategic importance and benefits. This proposal will continue to reduce the region's carbon emissions in addition to contributing to inclusive growth by reducing the fuel costs, and therefore fuel poverty, of more social housing residents. In addition, warmer homes have health benefits for residents, which will contribute to enabling more residents to live fuller lives including the ability to engage in better quality work. This will support both the residents and the wider regional economy.

Recommendations

- 4.18 The Combined Authority approves that:

- (i) The Social Housing Decarbonisation Fund programme proceeds through decision point 1 (strategic assessment) and work commences on activity 3 (outline business case).
- (ii) Indicative approval to the Combined Authority's contribution of £15,032,090 is given. The total scheme cost is £31,967,212.
- (iii) That the Combined Authority enter into the Memorandum of Understanding and Data Sharing Agreement with BEIS.
- (iv) That delegated authority be granted:
 - To the Head of Economic Implementation to accept receipt of the funding from BEIS for the SHDF.
 - To the Head of Economic Implementation and the Head of Legal and Governance Services in consultation with each other to finalise the Memorandum of Understanding and Data Sharing Agreement with BEIS and the Funding Agreements / letter between the Combined Authority and the Housing Providers (Accent Housing Limited, Chartford Housing Limited, Manningham Housing Association Limited, Wakefield District Housing Limited, Leeds and Yorkshire Housing Association Limited, Leeds Federated Housing Association Limited, Yorkshire Housing Limited, Kirklees Council, Incommunities Limited) and all other related legal documents that may be required.
- (v) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report, any change requests are delegated to the Climate, Energy and Environment Committee. This will be subject to the scheme remaining within the tolerances outlined in this report.

Projects in Stage 2: Scheme development

- 4.19 There are no schemes to review at this stage or enter scheme details.

Projects in Stage 3: Delivery and Evaluation

- 4.20 There are no schemes to review at this stage or enter scheme details.

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)

Social Housing Decarbonisation Fund – Wave 2

- 12.1 The Combined Authority approves that:
- (i) The Social Housing Decarbonisation Fund programme proceeds through decision point 1 (strategic assessment) and work commences on activity 3 (outline business case).
 - (ii) Indicative approval to the Combined Authority's contribution of £15,032,090 is given. The total scheme cost is £31,967,212.
 - (iii) That the Combined Authority enter into the Memorandum of Understanding and Data Sharing Agreement with BEIS.
 - (iv) That delegated authority be granted:
 - To the Head of Economic Implementation to accept receipt of the funding from BEIS for the SHDF.
 - To the Head of Economic Implementation and the Head of Legal and Governance Services in consultation with each other to finalise the Memorandum of Understanding and Data Sharing Agreement with BEIS and the Funding Agreements / letter between to Combined Authority and the Housing Providers (Accent Housing Limited, Chartford Housing Limited, Manningham Housing Association Limited, Wakefield District Housing Limited, Leeds and Yorkshire Housing Association Limited, Leeds Federated Housing Association Limited, Yorkshire Housing Limited, Kirklees Council, Incommunities Limited) and all other related legal documents that may be required.

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

This page is intentionally left blank



Project Approvals

Appendix 1 - Assurance Framework

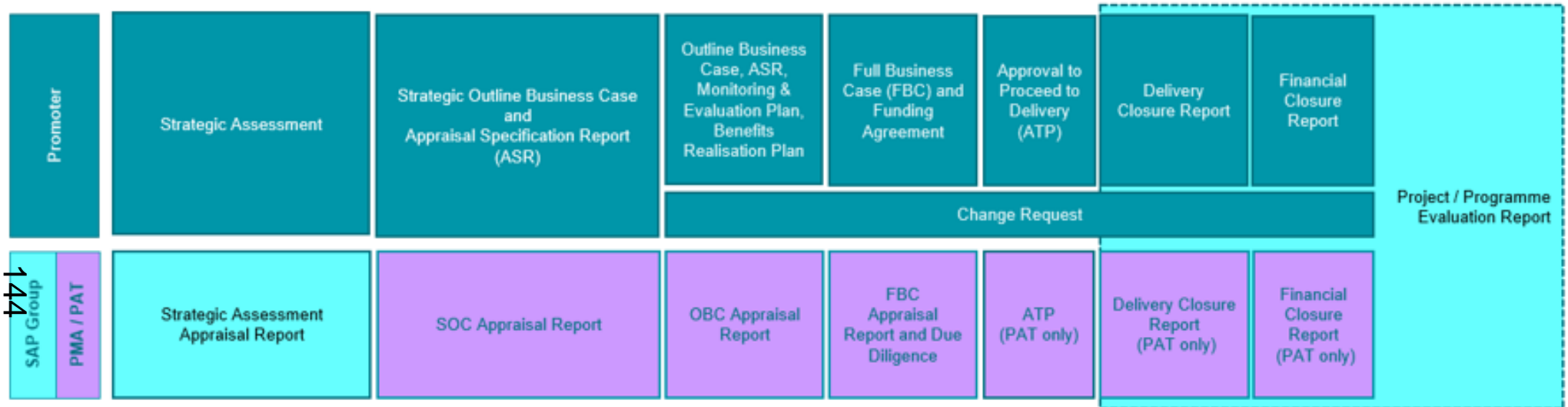
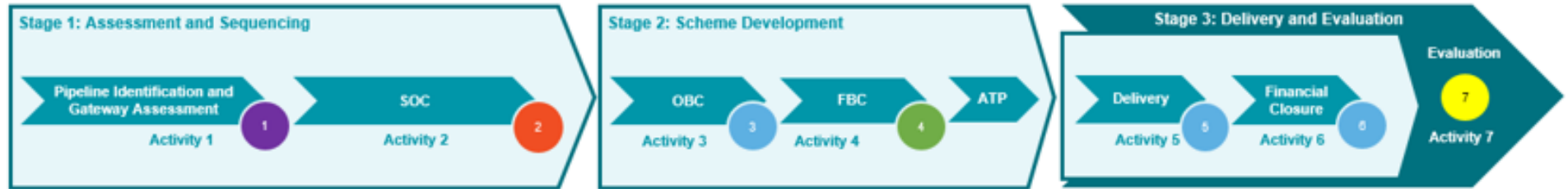
1. Assurance Framework

- 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:

- Red Circle: Key Decision Point (CA Approval Required)
- Green Circle: Key Decision Point (Committee Approval may be required)
- Blue Circle: Decision Point (Committee Approval may be required)
- Purple Circle: Decision Point
- Yellow Circle: 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.

This page is intentionally left blank

Report to: West Yorkshire Combined Authority

Date: 16 March 2023

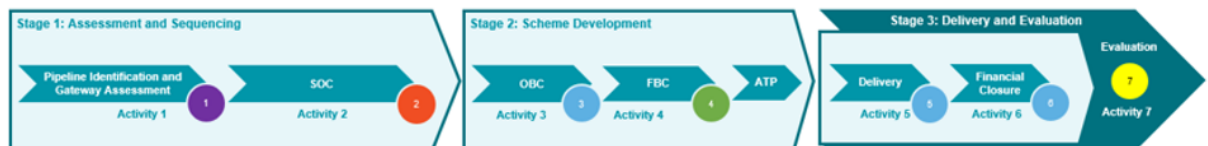
Subject: Project Approvals - Investment Priority 5 – Delivering Sustainable, Inclusive and Affordable Transport

Director: Dave Haskins, Director of Transport Policy & 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 – Delivering Sustainable, Inclusive and Affordable 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) - Delivering Sustainable, Inclusive and Affordable 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.

Scheme summaries

<p>Castleford Growth Corridor Wakefield</p>	<p><u>Scheme description</u></p> <p>The Wheldon Road Pedestrian and Cycle Bridge (WRB) scheme will provide a safe and accessible crossing of the railway lines to communities to the east of Castleford. The scheme will be funded by the City Region Sustainable Transport Settlement (CRSTS) fund.</p> <p>The WRB scheme will connect to the West Yorkshire plus Transport Fund (WY+TF) Castleford Growth Corridor scheme (CGC), which is currently at full business case stage.</p> <p>For this reason, the CRSTS WRB scheme and the WY+TF CGC scheme will be developed and delivered as part of a single Castleford Growth Corridor business case.</p> <p><u>Impact</u></p> <p>The WRB proposal will deliver a safe, direct route for pedestrians and cyclists to cross the railway line, removing active travel users from the existing highway bridge which has no provision currently and dangerous lines of sight.</p> <p>The WRB scheme will support inclusive growth by creating an accessible option for crossing a busy road by foot or bike. It will also give support to tackle climate emergency by providing an attractive alternative to car travel.</p> <p>A detailed value for money assessment will be carried out as part of the single Castleford Growth Corridor full business case.</p> <p><u>Decision sought</u></p> <p>The change request to the Castleford Growth Corridor scheme to increase the Combined Authority contribution funding to £11,519,000 and to increase the outputs as detailed in this report is approved. The total scheme value will increase from £9,491,000 to £11,740,000</p> <p>Total value of the scheme - £11,740,000</p> <p>Total value of Combined Authority funding - £11,519,000</p> <p>Funding recommendation sought - £577,473</p> <p>A decision by the Combined Authority is sought as part of this report</p>
--	---

<p>CRSTS Programme</p> <p>West Yorkshire</p>	<p><u>Scheme description</u></p> <p>The Department for Transport invited the Combined Authority to bid for funding from its new City Region Sustainable Transport Settlement (CRSTS) fund, for transformational change to be made in local transport networks. The DfT confirmed the bid for £830,000,000 was successful in July 2022.</p> <p>The CRSTS 2022- 2027 programme was developed by the Combined Authority in partnership with the five West Yorkshire partner councils.</p> <p>The programme will fund transport improvements including walking and cycling infrastructure across West Yorkshire and will enable more people to access public transport, and to feel safe and comfortable to walk and cycle more in line with district, regional and national strategies.</p> <p>The programme includes new bus priority and cycle corridor schemes, rail improvements, ticketing and Information measures, Demand Responsive Transport, electrification and wider roll out of West Yorkshire Car Club Vehicles, Mobility Hubs, electric vehicle (EV) charging and development and initial delivery of a new mass transit system. The CRSTS programme also includes general highways improvement programmes, asset management and renewal programmes, and road safety measures.</p> <p>The CRSTS Programme includes 39 schemes which form 10 packages, supported by programme wide activity including a behaviour change programme in line with the Combined Authority's approach to transport investment.</p> <p><u>Impact</u></p> <p>The programme will enable more people to access public transport and encourage more people to travel by bike or on foot as an alternative to car travel, leading to increased levels of physical activity and improved health, particularly in urban communities in areas of higher deprivation, reduce air and noise pollution and reduce isolation.</p> <p><u>Decision sought</u></p> <p>The change request to the CRSTS Programme to increase the approved programme development costs by £7,000,000 to £10,000,000 and approve delegation to the West Yorkshire Combined Authority's Chief Operating Officer to authorise schemes access to these development costs.</p> <p>Total value of the scheme - £1,232,000,000</p> <p>Total value of Combined Authority funding - £830,000,000</p> <p>Funding recommendation sought - £7,000,000</p> <p>A decision by the Combined Authority is sought as part of this report</p>
---	--

Additional approvals

- 3.3 Since the Combined Authority's meeting on 2 February 2023, no decision points or change requests have been assessed in line with the Combined Authority's assurance process and approved through the agreed delegation to the Transport Committee.

Transport schemes delegation of approval of schemes to Transport Committee or Chief Executive due to gap in Committee.

- 3.4 A number of complex transport schemes are currently delivering at pace. There is a gap in Committees after this Committee and therefore a delay in opportunities for schemes to be approved, affecting delivery timescales. The next Combined Authority is not until 22 June 2023 and further ones have not yet been diarised.
- 3.5 To maintain programme delivery and spend targets a delegation is sought from the Combined Authority to the Transport Committee, taking place 26 May 2023, for the following schemes plus any others identified following this meeting:

Rail Accessibility Package Minor Works West Yorkshire	<u>Scheme description</u> The scheme will look to improve accessibility and inclusivity at selected stations across West Yorkshire by addressing small scale improvement at up to 64 stations across West Yorkshire. Northern, who are the delivery partner for this scheme, have undertaken a review of stations and ranked interventions which will improve passenger accessibility and experience. This will be funded by the City Region Sustainable Transport Settlement (CRSTS) and the expected contribution by this funding source is up to £5,000,000. <u>Impact</u> The scheme will look to: <ul style="list-style-type: none">• Encourage and enable more journeys by rail, especially for those with reduced mobility• Enable those who are currently unable to travel by rail to do so• Improve station facilities so they meet or exceed customer expectations• Increase access to education and employment• Improve air quality through a reduction in car use replaced by train use.
---	--

Active Travel Fund Programme: Local Authority Capital Funding 22/23 and Local Authority Capability & Ambition Fund 22/23	<u>Scheme description</u> The scheme will improve walking and cycling infrastructure to better support safe walking and cycling in line with district, regional and national strategies. The scheme will also promote behaviour change, promoting and enabling more people to walk and cycle across West Yorkshire.
---	---

West Yorkshire	<p>This will be funded by Department for Transport's Active Travel Fund: Local Authority Capital Funding 22/23 (bid funding range £12,000,000 - £37,000,000) and Local Authority Capability & Ambition Fund 22/23 (£2,500,000 confirmed).</p> <p><u>Impact</u></p> <p>Enabling more people to walk and cycle to allow safer and more convenient journeys by bike and on foot, for local journeys, travel to school and for work. The scheme will encourage increased levels of physical activity leading to improved health, particularly in urban communities in areas of higher deprivation, reduce air and noise pollution and reduce isolation.</p>
----------------	--

<p>Thorpe Park Leeds</p>	<p><u>Scheme description</u></p> <p>The scheme will introduce a new parkway rails station at Thorpe Park along the Leeds to York Section of the Trans-Pennine railway. The station will consist of two platforms, a footbridge, station building, life access, cycle lane and storage, bus drop off points, and car park.</p> <p>The change request is seeking the next stage of development funds (expected up to £7,000,000) to enable the efficient progression of the scheme through ES4 (Technical Design) & ES5 (Detailed Design) phases. The sum required has been generated through detailed technical work undertaken by Network Rail. The proposed approach to unlocking further funding is broadly in line with that which was adopted for White Rose Station (currently in construction).</p> <p>This has been funded by the Leeds Public Transport Investment Programme (LPTIP) and is currently funded by the West Yorkshire + Transport Fund (WY+TF) and the New Stations Fund 3 (NSF3) with a total contribution by these funding sources of up to approximately £20,900,000.</p> <p><u>Impact</u></p> <p>The scheme will look to:</p> <ul style="list-style-type: none"> • Attract new users to the rail market and in doing so reduce congestion and improve air quality • Supporting housing growth by providing access to employment and education • Provide access to labour markets for existing and prospective businesses at Thorpe Par • Improve access to the long distance rail market for residents in the east of the Leeds City Region.
-------------------------------------	---

<p>Bus Service Improvement Plan – Bus Network Plan & Superbus</p> <p>West Yorkshire</p>	<p><u>Scheme description</u></p> <p>These schemes will contribute to the stabilisation and improvement of the West Yorkshire bus network. The Network Enhancements scheme will expand the frequency of some services, extend bus services through early mornings and evenings, improve regularity of less frequent services and improve provision of services in more rural and economically deprived areas. The Superbus scheme will identify strategic bus corridors and work to increase the frequency of services alongside the introduction of bus priority networks.</p> <p>This strategic outline case (SOC) seeks approval of £6,230,000 in development costs and indicative approval of total scheme costs of £29,100,000.</p> <p>This scheme is being funded by the Department of Transport’s Bus Service Improvement Plan (BSIP) fund.</p> <p><u>Impact</u></p> <p>This scheme will look to:</p> <ul style="list-style-type: none"> • Increase bus patronage • Increase passenger satisfaction with the local bus network • Stabilise and grow the local bus network • Improve housing accessibility via the core bus network • Improve employment accessibility via the core bus network
--	---

3.6 A delegation is also sought from the Combined Authority to the Chief Executive, for the following scheme:

<p>West Yorkshire Public Particulate Information Improvement Project (PIIP)</p> <p>West Yorkshire</p>	<p><u>Scheme description</u></p> <p>The Particulate Information Improvement Project (PIIP) will significantly improve knowledge and understanding of particulate matter (PM) in West Yorkshire, by air quality and public health professionals, policy makers and in academia, as well by key stakeholders and the wider public. PIIP is a consortium project delivered through collaboration between the Combined Authority and the five West Yorkshire district partners. The project is also supported by partnerships with Leeds Beckett University and the University of Leeds.</p> <p>The scheme has a total value of £342,600, of which £220,457 has been successfully bid and acquired for from them Defra Air Quality Grant Fund 22-23. The remaining £122,143 will be provided by match funding.</p> <p><u>Impact</u></p> <p>The scheme looks to improve the coverage across the region of air quality monitoring devices and create a more extensive network of individuals able to effectively analyse this data. It will also look to create a single point of public access, increase public awareness, understand the variability across the district and lead on developing and analysing the evidence base.</p>
--	--

- 3.7 The Combined Authority approves that:
- (i) Where scheme approval is required before 30 June 2023, the schemes outlined in paragraph 3.5 are delegated for approval to the Transport Committee, due to expediency of delivery.
 - (ii) Where scheme approval is required before 30 June 2023, the schemes outlined in paragraph 3.6 are delegated for approval to the Chief Executive, due to expediency of delivery.

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

4.3 There are no schemes to review at this stage or enter scheme details.

Projects in Stage 2: Scheme development

Project Title	Castleford Growth Corridor
Stage	2 (scheme development)
Decision Point	Change request (activity 3)

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

- 4.4 The Castleford Growth Corridor (CGC) is a West Yorkshire plus Transport Fund (WY+TF) scheme in the town of Castleford which sits within the district authority of Wakefield Council.
- 4.5 The proposed improvements are situated along the Wheldon Road/Savile Road corridor including Aire Street and Bridge Street.
- 4.6 The scheme aims to provide highway improvements, such as corridor widening and junction improvements, as well as active travel (walking, cycling) measures such as new cycleways, footpaths, and improved pedestrian crossings. The scheme will also improve the public environment and greenspace near the river Aire.
- 4.7 The CGC is currently working up its Detailed Design at full business case stage (activity 4),
- 4.8 Members are to note that following the recent Combined Authority led inflation review of the WY+TF and Transforming Cities Fund (TCF) programmes, approved at the 8 December 2022 Combined Authority meeting, the CGC scheme secured approval to a further £2,000,000, taking the total WY+TF allocation to £9,270,000. The request for additional funding was made in response to current energy prices and to safeguard the scheme against further increases in material and labour costs.
- 4.9 This change request has been brought forward following the successful bid for funding of £2,249,000 from the City Region Sustainable Transport Settlement (CRSTS) programme for the Wheldon Road Pedestrian and Cycle Bridge (WRB) scheme. The promoter seeks to combine the development and delivery of the WY+TF CGC scheme and the CRSTS WRB scheme into a single "Castleford Growth Corridor" full business case submission for progression through the Assurance Framework.
- 4.10 On 1 April 2022, the DfT awarded £830 million to the Combined Authority from the CRSTS programme, made possible due to the devolution arrangements upon becoming a Mayoral Combined Authority in May 2021. The CRSTS programme, "aims to deliver schemes to tackle congestion, improve air quality and make sustainable transport (public transport, walking and cycling) the first choice of transport for people in West Yorkshire. It will enable the transport network to adapt to meet the needs of the expanding population of West Yorkshire and the pressure this creates on the transport network so that public transport become an attractive and truly viable alternative to the car".
- 4.11 The WRB scheme will connect with the CGC scheme at Wheldon Road by providing a safe and accessible crossing of the railway lines to communities to the east of Castleford. This will remove active travel users from the existing

highway bridge which has no provision currently and dangerous lines of sight. The bridge will be designed in compliance with the Department for Transport Local Transport Note 1/20 (LTN 1/20) design principles.

- 4.12 The repackaged Castleford Growth Corridor scheme is now forecast to cost £11,740,000 of which £9,270,000 is from WY+TF, £2,249,000 CRSTS, and a £221,000 Section 106 contribution.

Tackling the Climate Emergency Implications

- 4.13 The CRSTS WRB scheme will complement the WY+TF CGC in tackling the climate emergency by providing a safe and accessible crossing of the railway line for pedestrians and cyclists. It will also extend active travel links along Wheldon Road, encouraging a shift away from the car for local trips and supporting better air quality.
- 4.14 A fully detailed carbon impact assessment will be carried out at full business case for the repackaged single Castleford Growth Corridor scheme.

Outputs and Benefits

- 4.15 The CRSTS WRB design is in the early stages of design development, a complete understanding of its scope (outputs) and benefits to be understood at full business case. It is expected that the new active travel bridge will be LTN 1/20 compliant and will support a more direct and safer route over the railway line for pedestrians and cyclists.
- 4.16 A fully detailed value for money assessment will be carried out at full business case for the repackaged single Castleford Growth Corridor scheme.

Inclusive Growth Implications

- 4.17 The communities to the north and east of Castleford all lie within the 20% most deprived communities in England (as identified in the Index of Multiple Deprivation 2019). Lower income communities typically have low car ownership and are more reliant on walking, cycling, or public transport (bus) to access employment, housing, or education. Improvements to active travel infrastructure through the CRSTS WRB scheme and its connectivity to the WY+TF CGC scheme will therefore enable a better opportunity for these communities to access key sites.

Equality and Diversity Implications

- 4.18 The CRSTS WRB scheme will build on the WY+TF CGC scheme by improving safe walking and cycling access across the railway line and to onward connectivity along Wheldon Road. It is anticipated that all users, including protected groups as defined in the Equality Act 2010 will benefit from more direct routes, safer crossings, and improved cycle provision that is LTN 1/20 compliant.
- 4.19 A fully detailed equality impact assessment will be carried out at full business case for the repackaged single Castleford Growth Corridor scheme.

Risks

- 4.20 The promoter highlights that the primary risk for the CRSTS WRB proposal is the progression of the bridge design alongside engagement with Network Rail and securing the necessary approvals. Talks are however at an advanced stage.
- 4.21 A fully detailed Risk Register and Quantitative Risk Assessment (QRA) will be developed at full business case for the repackaged single Castleford Growth Corridor scheme.

Costs

- 4.22 Following the recent Combined Authority led inflation review of the WY+TF and Transforming Cities Fund (TCF) programmes, approved at the 8 December 2022 Combined Authority meeting, the CGC scheme secured approval to a further £2,000,000, taking the total WY+TF allocation to £9,270,000. The request for additional funding was made in response to current energy prices and to safeguard the scheme against further increases in material and labour costs.
- 4.23 This change request has been brought forward following the successful bid for funding of £2,249,000 from the City Region Sustainable Transport Settlement (CRSTS) programme for the Wheldon Road Pedestrian and Cycle Bridge (WRB) scheme. The total scheme cost for the repackaged Castleford Growth Corridor scheme is £11,740,000.
- 4.24 The Combined Authority's contribution is £11,519,000 of which £9,270,000 from the WY+TF and £2,249,000 from the CRSTS programme.
- 4.25 The remaining funding of £221,000 has been secured through S106 private developer match.
- 4.26 To support design development of the WRB proposal, approval of £577,473 from the CRSTS fund is requested, taking the total approval for the repackaged Castleford Growth Corridor scheme to £3,497,473.
- 4.27 The Combined Authority will need to enter into a variation to the existing funding agreement with Wakefield Council for expenditure of up to £3,497,473, of which £2,920,000 from the WY+TF and £577,473 from CRSTS.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
Decision point 2 (strategic outline case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	01/04/2015
Decision point 3 (outline business case)	Recommendation: Combined Authority's Programme Appraisal Team	10/10/2019

	Decision: Combined Authority	
Change request	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	16/03/2023
Decision point 4 (full business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Executive	01/07/2023
Approval to Proceed	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Operating Officer / Chair of Programme Appraisal Team	01/12/2023
Decision point 5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Operating Officer / Chair of Programme Appraisal Team	27/08/2025
Decision point 6 (review and close)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Operating Officer / Chair of Programme Appraisal Team	26/08/2026

Other Key Timescales

- 4.28 The repackaged Castleford Growth Corridor scheme is forecast to commence construction in January 2024 with completion by August 2025. The WRB works will sit within this overall programme with a better understanding of the timescale for these works to be had at full business case.

Assurance Tolerances

Assurance tolerances
Combined Authority costs remain within 10% of those outlined in this report. Delivery timeframes remain within +6 months of those outlined in this report.

Appraisal Summary

- 4.29 Repackaging the Castleford Growth Corridor (CGC) business case to include the existing WY+TF proposal and the new Wheldon Road Bridge scheme funded by CRSTS into a single development seems sensible. It will support more effective working, help identify procurement efficiencies and cost savings, and give opportunity for a more joint up approach on developing a

robust monitoring and evaluation plan to inform post scheme evaluation of benefits and learning.

- 4.30 Adequate detail has been provided to support the revised scheme cost of £11,740,000 as well as a cost breakdown of activities to support the £577,473 development costs to progress the WRB design.
- 4.31 The WRB scheme design is however still at an early stage and subject to public consultation (which has been planned by the scheme promoter) and the Network Rail approval process. It is expected that public acceptability and Network Rail approval risks are addressed or mitigated before the full business case is submitted.
- 4.32 The WRB proposal will also need to demonstrate how the design complies with the Department for Transport's LTN 1/20 design principles and how it has considered findings from its Equality Impact Assessment to inform design development.
- 4.33 A Carbon Impact Assessment and Quantified Risk Assessment for the repackaged Castleford Growth Corridor scheme will also need to be carried out at full business case.

Recommendations

- 4.34 The Combined Authority approves that:
 - (i) The change request to the Castleford Growth Corridor scheme to increase the Combined Authority contribution funding to £11,519,000 and to increase the outputs as detailed in this report is approved. The total scheme value will increase from £9,491,000 to £11,740,000.
 - (ii) The Combined Authority enters into a variation to the existing Funding Agreement with Wakefield Council for expenditure of up to £3,497,473.
 - (iii) 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.

Projects in Stage 3: Delivery and Evaluation

Project Title	CRSTS Programme
Stage	5 (delivery)
Decision Point	Change request (activity 5)

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

- 4.35 The government's City Region Sustainable Transport Settlement (CRSTS) programme has been designed to deliver investment in different types of sustainable transport across a city region, with funding devolved to Mayors over a five-year period to deliver.
- 4.36 A programme business case for CRSTS that will be delivered through this £830,000,000 was submitted to government in January 2022 and approved 29 July 2022. Approval by the Combined Authority for the CRSTS programme business case took place on 17 March 2022.
- 4.37 West Yorkshire has busy urban areas as well as isolated villages and market towns. Since the 1960s, large-scale public transport investment has generally been focused on urban areas, leaving people in other areas to become more dependent on cars, which has further isolated those who do not or cannot drive. The transport network requires significant investment to help boost the region's productivity, level up across the region and reduce the carbon impacts the transport system through a switch from private cars to sustainable transport.
- 4.38 The population of West Yorkshire is expected to grow from approximately 2.3 million to 2.5 million by 2040, which will increase demand and pressure on existing transport networks.
- 4.39 It is recognised that private vehicles still make up a sizeable proportion of journeys in the region, contributing to serious public health and environmental challenges. The CRSTS programme aims to address inequalities in transport provision, reduce carbon emissions through changing transport type from cars to sustainable transport, and help build a strong economy with access to job opportunities for all, particularly those living in areas of deprivation.

- 4.40 The programme is made up of a wide range of components, including the TCF programme (delivering bus, cycling, walking and rail improvements), new bus priority and cycle corridor schemes, rail improvements, integration, and shared mobility measures, electric vehicle (EV) charging and development and the initial development of a new mass transit system for the region. The CRSTS programme also includes general highways improvement programmes, asset management and renewal programmes, and road safety measures.
- 4.41 The CRSTS Programme includes 39 schemes which are part of the following 10 packages:
- Better places programme - local cycling, walking and neighbourhood improvements
 - Bus and cycle priority corridor improvements
 - Integrated Shared Transport – for example integrated ticketing and information, demand response transport, and mobility hubs
 - Maintenance and Renewal - roads and pavements
 - Maintenance and Renewal -traffic signals, rights of way and bus infrastructure
 - Mass Transit development
 - Rail accessibility, connectivity, and capacity improvements
 - Regional Pilot and Decarbonisation Programme
 - Safer Roads Programme
 - Zero Emission Buses
- 4.42 CRSTS also includes the Behaviour Change Programme. The Behaviour Change Programme will deliver activity that will enable more people to travel by public transport, on foot and by bike as well as benefit from the place-based initiatives to be delivered by CRSTS.
- 4.43 Since approval, the CRSTS programme has seen 11 schemes progress through Strategic Assessment. These schemes have in turn accessed the already approved delegated development fund of £3,000,000 to support continued development towards delivery, they have reduced the existing pre-approval by £1,460,000. The change request asks for the increase to £10,000,000 to ensure there is sufficient fund for the remaining 24 schemes which will need development funding after Strategic Assessment.

Tackling the Climate Emergency Implications

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

Outputs and Benefits

- 4.45 The scheme outputs and benefits include:

- Increased access to jobs by bus, contributing to the creation of 1,000 well paid, skilled jobs for young people by 2026.
- Improve public transport accessibility in the 20% most deprived communities and improve opportunities for all.
- Improve public satisfaction in local places and streets compared to the baseline for appropriate schemes.
- Take up to 12.5 million car trips per year off our roads by 2038.
- Against a forecasted increase in carbon emissions from transport, reduce CO2 emissions from car travel by up to 1.5% (up to 15,000 tonnes per year) by 2038.
- Help achieve carbon reduction objectives for bus and 100% zero emission fleet by 2038.
- Bus priority schemes will improve bus journey times and bus user satisfaction compared to the baseline position
- Mass Transit will contribute to a growth in productivity for the region above the UK average by 2038.
- Mass Transit will connect up to 35 housing growth sites and 17 employment growth zones and five hospitals by 2038.

4.46 One of the national CRSTS objectives is levelling-up services towards the standards of the best. Delivery of the CRSTS Programme will help achieve the national objective and the West Yorkshire SEF priority of inclusive growth:

- Prioritising transport on corridors which connect deprived communities to economic opportunities
- Supporting transport interventions which improve access to new housing and employment sites, particularly for walking and cycling which can provide a low-cost travel option for residents
- Interventions in areas of low car ownership, enabling a greater proportion of residents in these areas to access opportunities further afield through sustainable travel
- Ensuring that information about public transport is accessible to all groups, regardless of disability or native language.
- Reducing the many negative impacts of car-based travel, especially where these are borne by those least likely to drive
- Build on existing programmes to continue to fill strategic gaps in our network and bring more people within range of attractive, efficient, sustainable transport options.

Inclusive Growth Implications

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

Equality and Diversity Implications

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

Risks

4.49 The scheme risks include:

- Current and future inflation are not as initially assumed at the time of compiling the CRSTS programme. Costs will continue to increase throughout the settlement faster than what was reasonably allowed for, which will increase delivery costs beyond the settlement amount. This will be mitigated by considering procurement on a fixed basis or with an industry recognised inflationary index.
- Supply chain capacity and ability to deliver due to global factors and the post pandemic landscape. Issues currently exist and it is uncertain how long these issues will remain, and supply chains recover to pre-pandemic service levels. This will be mitigated by engagement with supply chains to understand issues and causes.
- Statutory processes take longer, or objections received. This will be mitigated by early engagement with stakeholders.
- Land acquisition takes longer and delays schemes. This will be mitigated by appointing land and legal consultants to advise on schemes early.

Costs

4.50 The programme has a total cost of £1,231,994,853. This is funded from a number of sources on top of the £830,000,000 of CRSTS funding. These include TCF funding (DfT and gainshare), LPTIP, WY+TF, LTP IT, CCAG etc. and other sources such as Network Rail and Towns Fund. They have been included in the programme business case sent to government to show contributions from other funding sources. Local contributions towards schemes have also been included from the public sector and private sector. These contributions are required to deliver the CRSTS programme as outlined in the programme business case.

4.51 The programme is split into 10 packages:

Costs	Total (2022-27) - £
Maintenance and renewal: roads and footways	248,000,000
Mass Transit development and initial delivery programme	199,912,500
Bus and cycle priority corridor improvements	248,037,604
Better Places programme - local cycling, walking and neighbourhood improvements	210,487,391
Rail accessibility, connectivity and capacity improvements	102,046,479
Zero Emission Buses	28,918,730
Integrated Shared Transport	89,176,286
Maintenance and renewal: traffic signals, rights of way and bus	61,425,722
Regional Pilot Decarbonisation Programme	9,135,991
Safer Roads Programme	34,854,149
Total	1,231,994,853
Funding	Total (2022-27) - £
<i>Central government funding</i>	
CRSTS funding	830,000,000
Other funding <i>From other programmes and sources, CA funding e.g. TCF funding and gainshare, LPTIP, WY+TF, LTP IT, CCAG) and other sources such as Network Rail, Towns Fund</i>	292,751,000
<i>Local contributions towards schemes</i>	
Public sector (MCa/La)	7,420,000
Private sector (third party)	11,810,853
Total funded	1,141,981,853
Overprogramming	90,013,000
Total funding plus overprogramming	1,231,994,853

4.52 Given the forecast cost and complexity of delivery, this report is seeking approval for an increase of £7,000,000 for scheme business case development, taking the total approved to up to £10,000,000. It is proposed that schemes wishing to access this revised total of up to £10,000,000 funding present the funding request to the Chief Operating Officer. This report is therefore also seeking approval for the delegation of authority to the Combined Authority's Chief Operating Officer, to approve requests for business case development costs, in accordance with the Assurance Framework.

4.53 The increase to the delegated approvals is required because:

- 10 projects have so far been approved through SA stage, utilising the £3,000,000 approval
- The original approval was an estimate and to help kick-start the development of schemes, further information is now known on, for example, the average project development costs to produce a SA and SOC.
- 25 CRSTS projects are in development and still to progress through SAP and require development funding
- The average costs sought per project for SA and SOC development so far are £200,000 each. Therefore 25 remaining projects would require £5,000,000 of funding.

- Adding a contingency (as some larger projects may be more than the average assumed cost) takes the total required to £10,000,000 for CRSTS business case development (£3,000,000 existing approval, £5,000,000 new approval and £2,000,000 new approval for contingency) through the SA and SOC stages.
- With £3,000,000 already approved, new approval of £7,000,000 is therefore sought.
- It is proposed that the additional £7,000,000 operates on the same basis as was approved by members in March 2022; it is not a request for additional funding, but a pre-approval of up to an additional £7,000,000 project funding from the project allocations within the £830,000,000 CRSTS capital grant delegated to the Director of Transport Policy and Delivery. It is not a new “pot” but costs are assigned to the project allocation.
- The Combined Authority will need to enter into funding agreements with the partner councils of West Yorkshire when accessing this fund.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
Change request (activity 5)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	16/03/2023
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Operating Officer	30/04/2027
6 (financial closure)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Operating Officer	25/06/2027
7 (evaluation)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Operating Officer	28/04/2028

Other Key Timescales

4.54 Other key timescales are:

- March 2027 – Transforming Cities Fund (TCF) funded schemes completed
- March 2027 - All other schemes (except mass transit) completed
- April 2028 - Evaluation completed

Assurance Tolerances

Assurance tolerances
Combined Authority costs remain within the agreed settlement amount of CRSTS
Delivery (DP5) timescales remain within 6 months of those outlined in this report.

Appraisal Summary

- 4.55 The CRSTS Programme is delivering schemes to tackle congestion, air quality and to make sustainable transport (public transport, walking and cycling) the first choice transport for people in West Yorkshire. The change request puts forward that anything which can be done to accelerate development and delivery, without compromising on quality, should be undertaken to help realise the needed benefits for the region sooner.
- 4.56 All schemes which will receive funding through the pre-approved pot will still come to committee at the next decision point. This will still allow oversight, scrutiny, and transparency.

Recommendations

- 4.57 The Combined Authority, approves that:
- (i) The change request to the CRSTS Programme to increase the approved programme development costs by £7,000,000 to £10,000,000 and approve delegation to the West Yorkshire Combined Authority's Chief Operating Officer to authorise schemes access to these development costs, in accordance with the Assurance Framework
 - (ii) That the Combined Authority has authority to enter into funding agreements between the Combined Authority and Districts for District led schemes for business case development for CRSTS led schemes.

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)

Castleford Growth Corridor

- 12.1 The Combined Authority approves that:
- (i) The change request to the Castleford Growth Corridor scheme to increase the Combined Authority contribution funding to £11,519,000 and to increase the outputs as detailed in this report is approved. The total scheme value will increase from £9,491,000 to £11,740,000.
 - (ii) The Combined Authority enters into a variation to the existing Funding Agreement with Wakefield Council for expenditure of up to £3,497,473.
 - (iii) 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.

CRSTS Programme

- 12.2 The Combined Authority, approves that:
- (i) The change request to the CRSTS Programme to increase the approved programme development costs by £7,000,000 to £10,000,000 and approve delegation to the West Yorkshire Combined Authority's Chief Operating Officer to authorise schemes access to these development costs, in accordance with the Assurance Framework
 - (ii) That the Combined Authority has authority to enter into funding agreements between the Combined Authority and Districts for District led schemes for business case development for CRSTS led schemes.

Additional Recommendations

Delegation of Schemes

- 12.3 The Combined Authority approves that:

- (i) Where scheme approval is required before 30 June 2023, the schemes outlined in paragraph 3.5 are delegated for approval to the Transport Committee, due to expediency of delivery.
- (ii) Where scheme approval is required before 30 June 2023, the schemes outlined in paragraph 3.6 are delegated for approval to the Chief Executive, due to expediency of delivery.

13 Background Documents

13.1 None as part of this report.

14 Appendices

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



Project Approvals

Appendix 1 - Assurance Framework

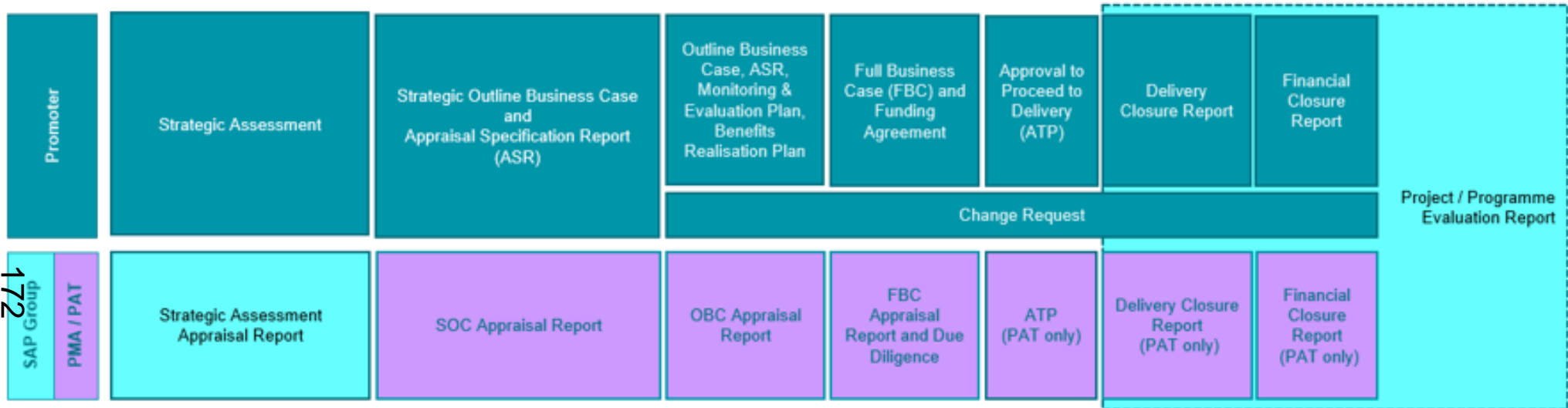
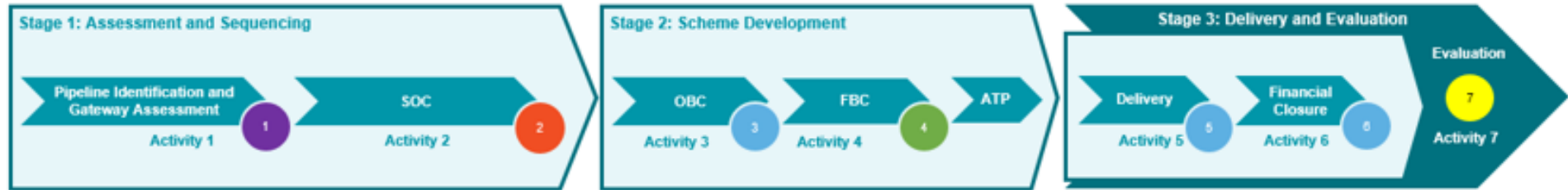
1. Assurance Framework

- 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.

This page is intentionally left blank



Report to: West Yorkshire Combined Authority

Date: 16 March 2023

Subject: **Regional Investment Vehicles for Innovation Finance**

Director: Phil Witcherley, Interim Director Inclusive Economy, Skills & Culture

Author: Mitchell McCombe, Interim Head of Innovation & Digital 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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No

1. Purpose of this Report

- 1.1 To give the Combined Authority an overview of Northern Gritstone Ltd, an investment company aiming to raise up to £500m to provide much needed investment in high-growth university spinouts, as well as other SME startups across West Yorkshire, South Yorkshire and Greater Manchester.
- 1.2 To approve, following appropriate assurance and due diligence, a £1.5m contribution from the Combined Authority towards the Northern Gritstone investment company from the Single Investment Fund.

2. Information

Context & Background

- 2.1 Innovation finance is a crucial component to support high-growth startups to grow and scale. However, the landscape is well-evidenced as being rigorously competitive, concentrated in certain geographic locations and disproportionately allocated to individuals from particular backgrounds.
- 2.2 The West Yorkshire Innovation Framework was adopted by the Combined Authority in 2021. It sets out 12 priority areas to drive up innovation activity in the region and address a number of challenges. This includes a series of priority areas relating to innovation finance including:

- P1 Inclusive Innovation: creating a more diverse, inclusive and open innovation ecosystem.
- P5 Innovation Finance Availability: develop innovation finance provision from pre-start to scale-up.

Northern Gritstone

- 2.3 Northern Gritstone Ltd is an investment vehicle founded in 2020 by the Universities of Leeds, Manchester and Sheffield that supports the commercialisation of intellectual property-rich and innovation-driven science and technology businesses from across the North of England.
- 2.4 The company secured £215m at the first rounds of investment calls which were completed in May 2022. They are now targeting a second close this Spring.
- 2.5 A total raise of up to £500m is being targeted, at least £250m of which is to be allocated for follow on investment. It is anticipated that these investments would achieve net returns in excess of a 20% internal rate of return over the next decade.
- 2.6 Investment into this scheme will provide much needed venture capital finance to university spinouts and startups from across the region that are focused in high-growth sectors.
- 2.7 Investing in Northern Gritstone's Round 2 would directly support delivery of the Mayor's pledge focused on supporting local businesses and championing the local economy. Specifically, it supports the sub-pledge relating to closure of the R&D spending gap between West Yorkshire and London. In addition, this project will also:
- Support the creation of new jobs which are likely to be high-skilled. Northern Gritstone supports a particular set of spinouts and startups which tend to be high-growth oriented (such as clean growth, biotech and AI).
 - Support the ideation, prototyping, development and commercialisation of new products, services and technology to market. Northern Gritstone provides venture capital to support the growth of businesses who are innovating.
- 2.8 The investment would indirectly support delivery of Mayoral Pledges 1 and 2 through investment decisions made by Northern Gritstone. For instance, providing venture capital to a clean-tech business could result on the creation of new green-jobs or development of new products, services or technology to tackle the climate emergency.

- 2.9 Northern Gritstone has already started to invest in West Yorkshire businesses. For example, £1.5m was invested in Leeds-based Slingshot Simulations (£3 million including co-investment from other funders). In addition to this, 26 West Yorkshire businesses are currently active in the Northern Gritstone investment pipeline. Of the 26, 11 businesses are in the technology sector and 8 are in the life sciences sector.
- 2.10 There is now an opportunity for the Combined Authority to invest in Northern Gritstone. This contribution will seek to:
- Deploy £100m into the West Yorkshire region over a 5-year timeframe.
 - Attract £300m of co-investment into the West Yorkshire region over a 5-year timeframe.
 - Invest in 30 companies in West Yorkshire in the next 5 years (of which 18 would be university spinouts).
 - Generate c.450 additional skilled jobs in West Yorkshire across the next 5 years.
 - Generate a 4x return on investment for shareholders over a 10 year timeframe.
- 2.11 This would ultimately support more high-growth spinouts and startups in West Yorkshire to increase their innovation activity, increase the provision of venture capital in the region, and showcase the region as a place for high-growth businesses to scale-up.
- 2.12 Unlike a traditional venture capital fund, the Northern Gritstone structure is a company that employs the investment management staff itself, rather than a special purpose vehicle managed by a third-party fund manager. This structure appears to better align interests as unlike a fund structure, realisations are maintained within the company for further investment.
- 2.13 Northern Gritstone will make investments in early-stage businesses as patient capital and whilst it is expected that those businesses will increase in value during their research and development cycle, it will make a return when those businesses are exited in the long term.
- 2.14 The Combined Authority's contribution also has a secondary benefit of return on its investment. The targeted return of the Company is an annualised return in excess of 20%. If this is achieved, the Combined Authority's investment is expected to grow from £1.5m to over £6m in the first 10 years and would be worth in excess of £40m after 20 years. There is potential for these returns to then be reinvested to further the region's ambitions.
- 2.15 In addition to the value of the Combined Authority's shareholding, discussions with Northern Gritstone indicate dividends may be paid to shareholders after 5 years.
- 2.16 To mitigate risk, Northern Gritstone seeks to invest as a part of a larger syndicate of investors, usually other VCs or large organisations.

- 2.17 As a shareholder in Northern Gritstone, the Combined Authority would also have an influence on how the Company's funds are invested and its priorities.
- 2.18 Northern Gritstone view investment by the Combined Authority as being key to unlocking investment from other investors, who see local support for the initiative as critical before they invest themselves.
- 2.19 Not proceeding with this option would mean that the Combined Authority would not be able to invest in Northern Gritstone until 2026 or later when a future investment round is held.
- 2.20 West Yorkshire Pension Fund has also already made the decision to invest in Northern Gritstone.

Next Steps

- 2.21 The Combined Authority could invest in an immediate opportunity provided by Northern Gritstone this Spring. The Combined Authority would invest money into the company and become a minority partner, alongside other Mayoral Combined Authorities, pension funds, and the private sector. This investment would:
 - Be used to provide venture capital to university spinouts (60-70% of funds) as well as high-growth startups outside of universities (30-40% of funds) across the West Yorkshire, Greater Manchester and South Yorkshire regions.
 - Focus on a series of high-growth sectors such as clean tech; software, digital and AI; electronics, materials and manufacturing; and life sciences and biosciences.

3. Tackling the Climate Emergency Implications

- 3.1 Northern Gritstone is a signatory to the Net Zero Asset Managers Initiative and is committed to being a carbon neutral business both in its own operations and across its subsidiaries and other investee companies.
- 3.2 Northern Gritstone as a venture capital firm have outlined clean tech businesses as a key sector for investment, and each investment is aligned to the UN Sustainable Development Goals. This means that interventions should not have a negative effect on our regional ambitions to tackle the climate emergency.
- 3.3 Northern Gritstone's Round 2 Investment identifies "clean tech" as one of the growth sectors which the Company will focus on supporting. This contributes to our regional climate emergency ambitions and the West Yorkshire Climate & Environment Plan (in particular CC06: Innovation for Net-Zero, Nature Recovery and Climate-Ready) by encouraging the creation of new products, services and technology that could support the transition to a low carbon economy.

4. Inclusive Growth Implications

- 4.1 Northern Gritstone was founded with the philosophy of Profit with Purpose, combining attractive returns for shareholders with wider positive, societal and economic impact, including supporting Levelling Up and high-skilled job creation in the North of England.
- 4.2 Our regional Innovation Framework outlines priorities to deliver inclusive innovation. Investment decisions undertaken by Northern Gritstone are mapped against the UN Sustainable Development Goals. Previous investments have been mapped to:
- SDG5: Achieve gender equality and empower all women and girls.
 - SDG9: Building resilient infrastructure, promoting inclusive and sustainable industrialisation and fostering innovation.
 - SDG10: Reduce inequality within and among countries.
 - SDG11: Make cities and human settlements inclusive, safe, resilient and sustainable.
- 4.3 In addition to this, Northern Gritstone are also signatories of the UN's Principles for Responsible Investing Code.
- 4.4 The project also supports the West Yorkshire Economic Recovery Plan by delivering on the "supporting local businesses" chapter and directly contributes to support the action to "ensure the right finance is in place to support innovators from a range of backgrounds".

5. Equality and Diversity Implications

- 5.1 Northern Gritstone is explicit in its commitment to Environmental, Societal and Governance (ESG) standards. Their philosophy supports Profit with Purpose, combining attractive returns for shareholders with wider positive, societal and economic impact, including supporting Levelling Up and high-skilled job creation in the North of England. The company is a signatory to the Investing in Women Code.
- 5.2 The Combined Authority's financial contribution to the Company is very modest (£1.5m of £500m investable funds), so - in the first instance - we may not be able to stipulate targets around EDI. However, with the Combined Authority being represented, we will be able to influence the targeting of startups and spinouts able to access support through the Company, aligning this with our EDI targets for business support services.
- 5.3 By leveraging the support and values of our local universities, it is anticipated that targeting a diverse range of startups/spinouts will be a focus.

6. Financial Implications

- 6.1 Investment in Northern Gritstone's Round 2 call will require a payment of £1.5 million.
- 6.2 The targeted return of the Company is an annualised return in excess of 20%, meaning that the Combined Authority's investment is expected to grow from £1.5m to over £6m in the first ten years and would be worth in excess of £40m after twenty years, based on the targeted annualised return of the Company being over 20%. From discussions with Northern Gritstone, it is expected that dividends may be paid from the shareholding after five years.
- 6.3 If the Combined Authority would seek to monetise their investment, they would be able to sell their shareholding (or part thereof) to a third-party investor, subject to satisfactory approvals and consents.

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. The Combined Authority approves that delegated authority be granted to the Chief Executive Officer to approve £1.5 million investment to Northern Gritstone. This delegation is requested to allow time for further due diligence and application of the Combined Authority assurance processes before the deadline for investment.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

None.



Report to: West Yorkshire Combined Authority

Date: 16 March 2023

Subject: **UK Shared Prosperity Fund (UKSPF)**

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

Author: Heather Waddington, Head of Funding Strategy

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 report on progress made on implementing the West Yorkshire UKSPF Local Investment Plans, including Core UKSPF, Multiply and the new Rural England Prosperity Fund (“The Rural Fund”).
- 1.2 To note the recommendations made by the West Yorkshire UKSPF Local Partnership Group (LPG).
- 1.3 To delegate to the Chief Executive authorisation of the scheme for Pillar One (Safety of Women and Girls) to proceed through the Assurance Process - Activity 2 (business justification case) enabling work to commence on Activity 5 (delivery) with full delivery costs for an April 2023 start – this is covered in **item 9b**.
- 1.4 To approve the three open calls for projects and the funding envelopes under Pillar 2 Business Support, and to authorise the Chief Executive to agree, prior to publication, the full Invitation to Bid document in consultation with the Mayor, the Chair of the Business, Economy and Innovation Committee and the Interim Chair of the LEP.
- 1.5 To update members on the progress made on the Rural England Prosperity Fund and seek approval of the proposed operating model. To delegate to the Chief Executive authorisation of the scheme to proceed through the

Assurance Process - Activity 2 (business justification case) enabling work to commence on Activity 5 (delivery) with full delivery costs approved for an April 2023 start – this is covered in **item 9b**.

2. Information

Background

2.1 The £2.6bn UK Shared Prosperity Fund runs from 2022-25 and is made up of three key strands: Core, Multiply and Rural. It has three pillars –

- Pillar 1 - Community and Place
- Pillar 2 - Supporting Local Business and;
- Pillar 3 - People and Skills (includes Multiply - one of the first People and Skills programmes aimed at addressing low levels of adult numeracy).

2.2 The allocation for West Yorkshire is **£80,486,557** (£68,002,877 for Core SPF and £12,483,680 for Multiply), plus an **additional £2,567,501** from the Rural England Prosperity Fund (otherwise referred to as the 'Rural Fund') which aligns with Pillars 1 and 2. The total is now **£83,054,058**, including an administration fee for fund management.

2.3 The Multiply and Core UKSPF Local Investment Plans were submitted in summer 2022 and have now been approved by Government. The Rural England Prosperity Fund Local Investment Plan Addendum was submitted in November 2022 and approval is now due in March 2023 (originally planned for January 2023).

Progress Update

2.4 Significant progress has been made to ensure the funding is deployed to deliver outcomes for the communities, business and people of West Yorkshire. Programmes to be funded will support delivery of the Mayoral pledges and priorities including for example;

- delivery of a £30m hyper local allocation to be delivered by the five Local Authorities in West Yorkshire. Key activities include investment in new green spaces for the community, support to build community capacity by providing grants to local voluntary/ community groups, volunteering programmes, support for local arts, cultural, heritage activities etc.
- support local businesses to be innovative, access investment and support their growth ambitions in urban and rural areas.
- tackle the climate emergency and protect our environment – activity will be undertaken to support businesses to understand and improve their carbon footprint, develop green spaces and promote active travel.

2.5 The Plans can be summarised as follows with progress made in the right-hand column

UKSPF PILLAR		LOCAL INVESTMENT PLAN STRANDS	Funding	Progress
1	Communities & Place Support for Business People and Skills	£30m LA 'Hyper local' Allocation <ul style="list-style-type: none"> • Bradford £7,578,145 • Calderdale £2,764,079 • Kirklees £5,824,858 • Leeds £9,393,538 • Wakefield £4,439,381 	£30m	Funding Agreements now in place with each LA and delivery has commenced.
2	Communities & Place	West Yorkshire Flood Innovation Programme (FLIP) -	£310k	Funding Agreements now in place with each LA and delivery has commenced.
3		Women and Girls Outreach Programme	£972k	Proposals from LAs provided and an overall business case being taken through the CAs Assurance Process for delivery to commence April 2023.

4	Support for Business	(1) Business Productivity Programme	£3.5m	Delivery has commenced. Formal approval of UKSPF contribution sought in Item 9a
5		(2) Digital Enterprise	£4.67m	Approved – Funding Agreement being put in place – 1st July 2023 start.
		(3) Remaining Funds Calls for projects – Export, Business Growth and innovation.	£12.5m	Calls for projects in development see section 2.14 to 2.21 below.
6	People and Skills	(1) Employment WY	£14m	Given Pillar 3 does not start until April 2024 work will start to ramp up – moving towards approving the approach by the summer.
7		(2) Skill areas for open calls <ul style="list-style-type: none"> Improve employment support for individuals from key groups Skills for Workforce Programme Community Grants programme 		
CORE UKSPF - Amount available for delivery			£65.2m	

Rural Fund	£2.56m	Proposed approach set out in section 2.25 to 2.45 below.
MULTIPLY - Amount available for delivery <ul style="list-style-type: none"> Individual focused - £4,700,000 Business focused - £3,000,000 Capacity Building - £3,600,000 	£11.3m	Funding Agreements in place for 3 of the 6 workstreams. £4,800,000 left to commission

2.6 The ability to spend the year 1 allocation of Core UKSPF is proving challenging as a result of delays in approval and guidance from Government. In order to roll forward any potential underspend from year 1 to 2, the Combined Authority is required to submit a change request setting out its plans. This is due to Government by 2nd May 2023.

Strands for approval

2.7 Reports on several strands were presented to the UKSPF West Yorkshire Local Partnership Group (LPG) on 6th March 2023 for advice, with a number of recommendations which are described below.

Pillar 1 - Women and Girls Outreach Programme

- 2.8 The Women and Girls Outreach Programme was a named programme within the UKSPF Local Investment Plan. The programme is designed to support ambitions set out in the Police and Crime Plan 2021-24, and the Mayoral *Supporting the Safety of Women and Girls* Strategy (launched November 2022). UKSPF of £972,762 to be delivered from April 2023 has been earmarked for this purpose.
- 2.9 Partner councils' proposals against the agreed criteria have been considered by the LPG on 6th March 2023. The LPG is supportive and their advice will be taken in to account as the business case is finalised.
- 2.10 Given the timetable for delivery to commence, a delegation is being sought for the Chief Executive to authorise the scheme to proceed through the Assurance Process - Activity 2, 3 and 4 (business justification case) enabling work to commence on Activity 5 (delivery) with full delivery costs approved for an April 2023 start – this is covered in item **9b**.
- 2.11 Once approved Funding Agreements will be issued to successful applicants.

Pillar 2 - Business Support Calls

- 2.12 At its meeting on the 21st October 2022 the Combined Authority received a report summarising the Business Support pipeline, which supports delivery of the West Yorkshire Investment Strategy. The overall approach has already been agreed in principle by the Business, Economy and Innovation Committee. The paper set out a proposal for the use of **£20m** to support Pillar 2 of UKSPF: Supporting Local Business. This included proposals on the inclusion of the following:
- Business Productivity Programme - £3.5m (*Already approved for delivery. Approval of the UKSPF contribution now sought in paper **Item 9a***).
 - Digital Enterprise Programme - £4.67m – approved 2nd February 2023 Combined Authority meeting. Funding agreement to be issued.
 - Calls for projects – Export, Business Growth and innovation.
- 2.13 Consultation has been undertaken with stakeholders to shape the design of the calls. Three open call areas have been developed:
- *Export and Internationalisation* (£1,300,000 revenue) - to support businesses in the region to explore international opportunities and realise the business benefits of those opportunities through improved productivity, resilience and innovation in a way that maximises the value for their business, the wider economy and ultimately the people living in this region.
 - *Alternative Business Models* (£500,000 revenue)- to support businesses to explore methods of business resilience and sustainability through alternative business models; to support existing alternative businesses to increase their resilience and long-term sustainability; to explore how traditional businesses can adopt alternative business model principles,

and which alternative legal structures may support their resilience and long-term sustainability.

- *Innovation for Business Resilience and Growth* - (£10,700,000 revenue and capital) to support more of the region's businesses to: be innovation active; successfully exploit and use innovative practices; or develop new products and processes or services to enable increased resilience and/or growth. Greater innovation will support resilience and growth, and drive pay, employment and productivity increases for the region.

- 2.14 The LPG endorsed the design of the Calls and a scoring framework at its meeting on the 6th March 2023, including the proposed funding envelopes and key policy areas for intervention as set out above. Priority will be given to bids which can demonstrate how they will tackle the climate emergency and support green businesses, as well as the need to demonstrate how equality, diversity and inclusion will be addressed. Their feedback and advice will be taken into account as the Invitation to Bid is finalised.
- 2.15 The Combined Authority is requested to approve the funding envelopes and priority areas for the three calls for projects via an invitation to bid, and authorise the Chief Executive to take the next steps as set out in the recommendations.

Multiply

Multiply – Individual Focussed Activity

- 2.16 At its meeting on the 21st October 2022 the Combined Authority approved £3.7m for this purpose. Grant Agreements are now in place with the five local authorities and delivery has commenced. All areas are striving to deliver targets, which remain challenging in the timescales and exacerbated by sector recruitment issues. Examples include commissioning to local community providers to extend the reach of provision; and securing a mobile numeracy bus in partnership with the Library Service, to be used for engagement, recruitment and marketing, taking learning to the heart of communities.
- 2.17 In addition, FE booster (£1 million) delivery has begun in FE Colleges. The focus for January 2023 activity has been identifying eligible students to access the enhanced numeracy support provided.

Multiply – Business Training

- 2.18 The Business Training (£2 million) tender specification went live on 22nd December and closed 23rd January 2023. However, only two bids were received, one non-compliant and the other deemed insufficient. The tender has been reviewed following feedback and will be re-published 10 March 2023 with delivery now planned to commence 8th May 2023 worth £550,000.
- 2.19 The Numeracy Champion (£1 million) work package due to start from April 2023 has been encompassed into the Business Training package, as above.

Multiply - Capacity building for the sector

- 2.20 Capacity building for vocational and community tutors (£1.8 million) are planned for rollout with Local Authorities and Colleges from January 2023, e.g. recruitment of specialists to focus on individual staff development to embed numeracy within existing curriculum; capacity building to support internal staff and staff in the training organisations and VCOSOs they contract with.
- 2.21 Capacity Building for front line staff (£1.8 million) is the next package to be commissioned. Consultation is ongoing to develop a package that meets the needs of e.g. Jobcentre Plus front line staff, employment hub teams. This work package will not begin delivery until year 2, due to limited capacity and timescale for consultation and procurement.

Discussions with Department of Education (DfE)

- 2.22 The Combined Authority has identified some potential underspend and is working to bring forward delivery and overperformance in year 1 to minimise it.
- 2.23 To address concerns the Combined Authority has written to DfE to request that any underspend is rolled over to year 2, committing to spend any rollover in the Academic Year (prior to 31st July 2023).
- 2.24 Consideration will need to be given to any further implications for those workstreams already approved by the Combined Authority, as well as any impact on the investment plan values allocated. The priority is to retain the funding for investment in West Yorkshire, as opposed to returning it to Treasury.

Rural England Prosperity Fund (“Rural Fund”)

- 2.25 West Yorkshire has been allocated **£2,567,501** (capital) for 2023-25.
- 2.26 The Investment Plan was submitted to Government in November 2022, but has not yet been approved. Notification was due end of January 2023 and is now expected March 2023. The expected delivery start date remains April 2023.
- 2.27 The Investment Plan sets out the need for a capital grants programme run by the Combined Authority on behalf of partners, to support small and micro rural businesses in the areas of business development, food processing and support for the tourism/visitor economy.
- 2.28 Since the submission officers have worked at pace with local authorities and a number of rural partners to develop the operating model and the criteria for project selection.

Proposed Process

2.29 The proposed approach aims to align with and add value to other business support services operating within Combined Authority, as well as with the work of the Business Growth Managers within Local Authorities. The programme will support grants in the following areas;

- **Business Development** - implement new innovative technologies, processes or equipment to improve productivity and competitiveness providing benefits to the wider rural economy - **£855k**. The aim of these grants is to provide capital investment to improve productivity and create or safeguard high-value jobs in food processing businesses. Priority will be given to projects that:
 - increase the activity of the applicant business by - bringing new products to the market - opening new markets, including export markets, or - expanding existing markets, including export markets
 - increase the productivity of the applicant business, for example by introducing new equipment or adopting new techniques, technologies or processes implement automation.

- **Food Processing** – as for Business Development but also implement automation by micro and small food processing businesses - **£855k**. Priority will be given to those projects that support the growth in food and drink processing of micro and small businesses in West Yorkshire to improve productivity and/or create new, high-value, knowledge-based jobs. Projects to be developed will aim to address the following:
 - bring new food and drink products to the market.
 - increase the productivity of the business, for example by adopting new techniques, introducing new equipment, technologies and/or processes.
 - strengthen supply chains, joint-ventures and partnership-working such as shared distribution facilities to add value to existing supply chains and/or connect to distribution networks.
 - improve the digitalisation of the applicant business, for example through ICT adoption or wider use of ICT in the processing and business or logistics operations as part of a larger project.
 - improve the resilience and/or sustainability of the business through its practices, as part of the move to a low carbon economy. For example, through new or more effective processing technologies including equipment or processes to reduce waste or obtain added value from waste (waste valorisation) as part of a larger project.
 - implement automation by micro and small food processing businesses.

- **Visitor Economy/Tourism Infrastructure** – support mix of business and community infrastructure grants - **£855k**. Priority will be given to projects that contribute directly to the following key priorities:
 - Create new employment opportunities and/or safeguards existing jobs.

- Extend the tourism season beyond the core period of May to October.
- Develop tourist attractions and infrastructure to encourage tourists/visitors to stay longer and increase spend.
- Provide wider benefits to the tourism economy in a particular rural area.

2.30 The optimum operating model has been developed with rural partners, with the following principles;

- the fund will take into account learning from both the previous EAFRD and other capital grants programmes.
- opportunity for businesses to develop innovative, energy efficient and low carbon initiatives.
- using existing processes and resource within the Combined Authority.
- it is targeted, responsive and proportionate.
- will be open to all sectors.
- match funding is sought to maximise the available funding and to encourage businesses to invest wisely.
- aligned to the wider growth hub activity within the region – but will be retained as a bespoke offer targeted at rural businesses.
- working in partnership with Local Authority partners, in particular with growth managers, to help promote and target the funding opportunity and will as far as possible take in to account the geographical allocations (part of the Governments funding allocation methodology) to ensure all areas in West Yorkshire benefit.

2.31 The application process will be proportionate to the size of the grant applied for. Applicants can apply for between £10,000 and £50,000 with intervention rates currently proposed based on the type of project as detailed below.

Type of project	Maximum % Contribution
Commercial, profit-making (such as tourist attractions)	40% (up to)
Generates some income to offset costs but is not intended to make a profit (such as small buildings providing tourist information)	80% (up to)
Generates no income (such as a nature-based solutions).	100% (up to)

2.32 The LPG endorsed the operating model at its meeting on the 6th March 2023, providing their feedback and advice is taken in to account as the full business case is finalised. Their advice is for decisions on grant awards to be delegated to officers, in line with existing delegations in place for business support. Quarterly reports are to be provided to the LPG so that any issues can be considered.

- 2.33 Given the timetable for launching this Fund a delegation has been sought for the Chief Executive to authorise the scheme to proceed through the Assurance Process - Activity 2, 3 and 4 (business justification case) enabling work to commence on Activity 5 (delivery) with full delivery costs approved for an April 2023 start – this is covered in **item 9b**.

3. Tackling the Climate Emergency Implications

- 1.1 As a minimum, any investments under the UKSPF should meet the Government’s clean growth principle and must not conflict with the UK’s legal commitment to cut greenhouse gas emissions to net zero by 2050.
- 1.2 Tackling the Climate Emergency is at the heart of the objectives for the West Yorkshire Investment Strategy and tackling the climate emergency is a key investment priority, which will be used to guide our investments under the UK Shared Prosperity Fund.
- 1.3 Multiply activity will not directly target climate emergency; however, commissioning will ensure that good practice in energy conservation is embedded in delivery.
- 1.4 Through the Rural Fund activity there is a clear opportunity for businesses to develop more energy efficient and low carbon initiatives and the investment could have significant impacts on their sustainability which in turn will help support the cost of living and energy crisis. There is also an opportunity to support productive and sustainable farming and food production alongside environmental and climate outcomes improvements through the Food processing support which could support businesses as part of the move to a low carbon economy.

2. Inclusive Growth Implications

- 2.1 Inclusive Growth is core within the Investment Priorities of the WYIS to ensure everyone benefits from the investments made across the region. In addition, the Inclusive Growth Framework forms a core part of the Strategic Economic Framework which guides the priorities of the WYIS, which will be used to guide our investments under the UK Shared Prosperity Fund.
- 2.2 Multiply supports the inclusive growth agenda by increasing the skills and employability of low skilled residents, connecting them to employment opportunities.
- 2.3 In line with CA policy, it will be mandatory for businesses in receipt of grant support of £25,000 and above to undertake at least one Inclusive Growth and applications below that value will be encouraged to make a voluntary commitment.

3. Equality and Diversity Implications

- 3.1 Reducing inequality is a cross cutting theme within the Investment Priorities of the WYIS to ensure that investments made across the region support equality

and diversity, and these principles will be used to guide and target our investments under the UK Shared Prosperity Fund.

- 3.2 An Equality Impact Assessment (EQIA) Stage 2 has been completed for the UKSPF Programme as a whole, with a specific EQIA (stage 2) also undertaken for Multiply, considering the positive interventions that can be made.
- 3.3 Multiply will be targeted towards individuals with low skills (below level 2 in numeracy). We are awaiting conclusive information on data collection from DfE, however it is anticipated that systems will be able to monitor the uptake of provision in some underrepresented groups and disadvantaged communities.
- 3.4 All grant providers and contracted providers are required to complete an Equality Impact Assessment specific to their provision within 2 months of signing a contract with the Combined Authority. Providers are requested to develop an action plan to ensure their engagement will target the communities of need within West Yorkshire. Equality, diversity and inclusion indicators and demographic characteristics will be collected as part of reporting and contribute to performance management.
- 3.5 Reducing inequality is a cross cutting theme within the Investment Priorities of the WYIS to ensure that investments made across the region support equality and diversity, and these principles will be used to guide and target our investments under the UK Shared Prosperity Fund.
- 3.6 The Rural Fund is also aligned with the Government's levelling up mission and aims to close the gap between urban and rural productivity and workplace-based earnings given they are traditionally lower in rural areas than in urban areas by supporting the agricultural transition and boosting productivity through the provision targeted support to micro and small businesses in rural areas.

4. Financial Implications

- 4.1 The Lead Authority, as outlined above, will be responsible for the devolved funding of £80.48m UK Shared Prosperity Fund – core SPF £68m, £12.48m Multiply and £2.56m from the Rural Fund, total £83.05m.
- 4.2 The Combined Authority has already received a grant determination letter for Multiply. A Memorandum of Understanding has now been signed with Government for the core UKSPF and it is expected that once the Rural Fund monies are approved the MoU will be amended accordingly. The Combined Authority will be liable for any expenditure the Secretary of State determines to be ineligible and any ineligible expenditure will be recovered from the Combined Authority. The Combined Authority will consequently need to enter into funding agreements with any successful local delivery partners and will pass on any government contractual obligations to the delivery partner to manage risk, as set out in the Governments technical guidance.

- 4.3 Funding will be paid to the Combined Authority annually in advance. Delivery partners will be paid quarterly in arrears based on a submitted and authorised claims to manage any risk to the authority. Currently pending approval of any approved 'credible plans' to roll over any unspent funding from one year to the next, any in year underspends are at risk. At the end of the three years any underspend will be returned to Government.
- 4.4 As Lead Authority the Combined Authority has received capacity funding of £40,000 for the work undertaken to develop and submit the Core Investment Plan (Not Multiply).
- 4.5 The Combined Authority can use up to 4% of their allocation to undertake necessary Fund administration, such as project assessment, contracting, monitoring and evaluation and ongoing stakeholder engagement. Some of this funding has now been allocated to partner local authorities to assist with the management of the fund. This funding will also now need to be used to support the work to be carried out to manage the Rural Fund as no further management fee is to be paid for this purpose.
- 4.6 This paper sets out the proposed fund operation of the **£2,567,501** Rural England Prosperity Fund in West Yorkshire.
- 4.7 Any approval will be subject to receipt of the final approval by Government of the Rural Fund Local Investment Plan Addendum. Only once received will the Combined Authority commence delivery.

5. Legal Implications

- 5.1 The Combined Authority has received a grant determination letter for Multiply and a Memorandum of Understanding for the core UKSPF setting out Fund requirements and obligations for the amount confirmed with Government and will be responsible for managing these funds accordingly. As the accountable body, the Combined Authority will enter into a funding agreement with each local delivery partner as schemes are approved. To manage risks any contractual obligations set out by Government will be passed down accordingly.
- 5.2 The Combined Authority in due course will, and once Government have approved the Rural Fund Local Investment Plan Addendum, enter into a MoU for this provision.

6. Staffing Implications

- 6.1 Whilst the majority of resources are now in place following recruitment, given the work required to administer the new Fund the expectation several additional posts may be required, to be funded from the management fee.

7. External Consultees

7.1 The UKSPF Local Investment Plans sets out the list of external consultees in the development of the Investment Plans.

8. Recommendations

8.1 That the Combined Authority note the progress made on implementing the West Yorkshire UKSPF Local Investment Plans.

8.2 That members note and approve the recommendations made by the West Yorkshire UKSPF Local Partnership Group at its meeting on the 6th March 2023 which are:

- the LPG was supportive of the £972,762 Women and Girls Programme providing their feedback and advice is taken in to account as the business case is finalised.
- the LPG endorsed the design of the Calls and the scoring framework at its meeting on the 6th March 2023 including the proposed funding envelopes and key policy areas for intervention as set out above providing their feedback and advice is taken in to account as the Invitation to Bid is finalised.
- the LPG endorsed the operating model at its meeting on the 6th March 2023 providing their feedback and advice is taken in to account as the full business case is finalised.

8.3 that members note the progress made on Pillar 1 Safety of Women and Girls strand and note the delegation requested in Item 10b for the Chief Executive to authorise the scheme to proceed through the Assurance Process with full delivery costs approved for an April 2023 start.

8.4 that members approve the funding envelopes and priority areas for the three Pillar 2 Business Support open calls for projects via an invitation to bid, and authorise the Chief Executive to agree, prior to publication, the full Invitation to Bid documentation in consultation with the Mayor, the Chair of the Business, Economy and Innovation Committee and the Interim Chair of the LEP – also Chair of the UKSPF Local Partnership Group (LPG), given the launch timescales.

8.5 that members note the progress made on Rural England Prosperity Fund, approve the operating model and note the delegation requested in Item 10b for the Chief Executive to authorise the scheme to proceed through the Assurance Process with full delivery costs approved for an April 2023 start.

9. Background Documents

9.1 [West Yorkshire UKSPF Local Investment Plan](#)

9.2 [West Yorkshire Multiply Local Investment Plan](#)

9.3 [West Yorkshire Rural England Prosperity Fund Addendum](#)

10. **Appendices**

None



Report to: West Yorkshire Combined Authority

Date: 16 March 2023

Subject: Spatial Priority Areas

Director: Liz Hunter, Director of Policing, Environment and Place

Author: Michael Long, Programme Development Lead – Strategic Sites

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 The purpose of this report is to seek endorsement to the inclusion of two additional Spatial Priority Areas (SPAs) in the current set of priority locations agreed across West Yorkshire. It also seeks endorsement of an amendment to the boundary of one existing SPA.

2. Information

Spatial Priority Areas (SPAs)

- 2.1 Our Spatial Priority Areas (SPAs) are the largest and or most strategic growth opportunities within West Yorkshire requiring coordinated infrastructure investment. The SPAs have been developed and are to be actively managed to ensure that:

- We are doing all we can to bring forward the extant housing permissions across West Yorkshire in the context of high demand for homes.
- We are doing all we can to support jobs growth by better understanding local supply and demand for strategic employment land.
- We are raising the profile of those areas in our city region with critical infrastructure and economic resilience challenges.
- We are prioritising development in locations served by sustainable transport networks.

2.2 The value of having SPAs agreed and endorsed is that it provides consensus on our largest and / or most strategic opportunities in our sub region in order to achieved balanced growth across the area. SPAs are of regional significance and / or are cross-boundary locations. This can help with building cases for funding and with prioritisation when funding opportunities arise, it also helps with building status and investor interest in key locations to support inclusive growth. The categories are designed to distinguish between different types of opportunity and are not a hierarchy of priority for investment decisions.

Additional SPAs

2.3 At the meeting of the CA on 20 December 2020, the current portfolio of 36 SPAs were endorsed. A copy of the CA paper is linked in the background documents section of the report, along with the agreed SPA Definitions and Criteria, a full list of the SPAs (as proposed in this paper), and SPA Location Plans

2.4 In partnership with Local Authority district officers the priority locations have been kept under review and it is proposed that two new SPAs are added to reflect current spatial priorities within Huddersfield and Halifax, in addition it is proposed that the boundary be revised for the South Kirkby and South Elmsall Urban Extension (Wakefield) to reflect their emerging Local Plan allocation.

2.5 In addition, we have amended the names of some SPAs to reflect the current naming conventions for these areas as detailed below in Table 1.

Table 1 – SPA Amended Names

SPA Name 2020	Proposed SPA Name
West Huddersfield Gateway	Manchester Road/Blackmoorfoot Road Corridor
Brighouse Garden Village (inc Clifton)	Thornhills Garden Community (inc Clifton)
Bradley Garden Village	Woodhouse Garden Community / Bradley Garden Village
South Kirkby Urban Extension	South Kirkby & South Elmsall Urban Extension

Huddersfield Station to Stadium Enterprise Corridor SPA – Future Growth Location

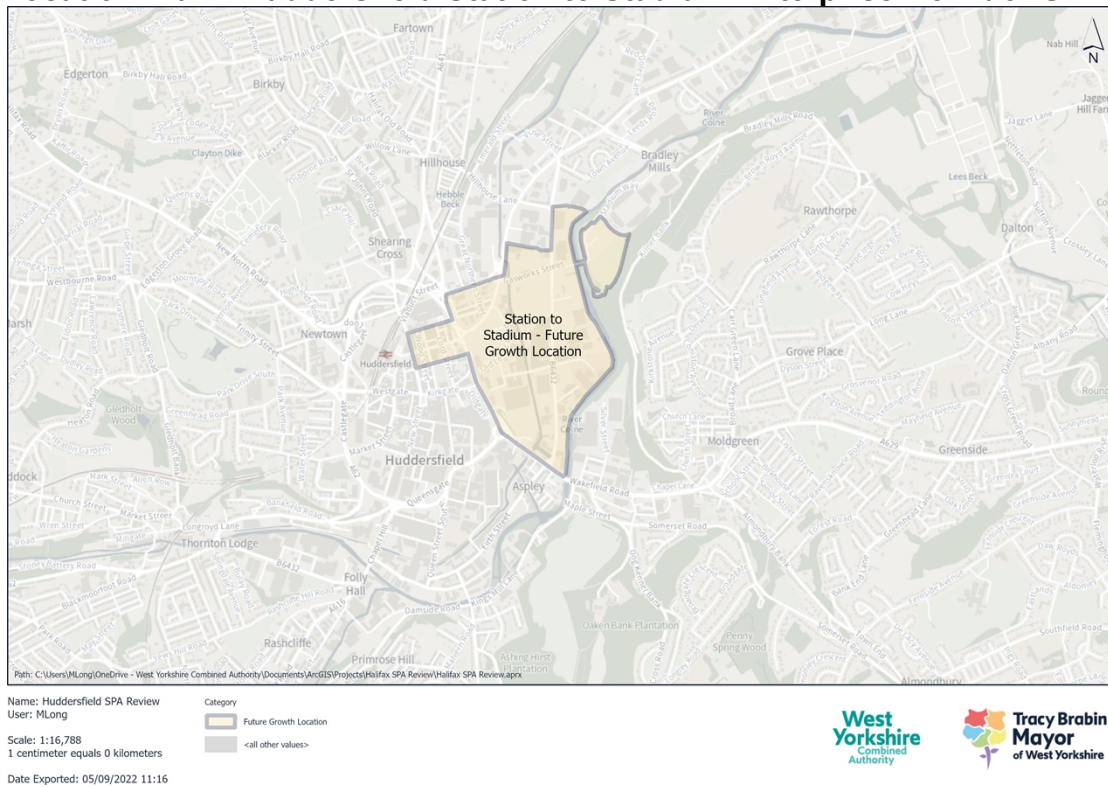
2.6 As a key part of the Huddersfield Blueprint, the Station to Stadium Enterprise Corridor covers a substantial proportion of the town centre. Regeneration of this area offers the opportunity to drive new, diverse and sustainable land uses in the town centre, supporting high value employment to offer a counterweight to the decline in high street retail and predomination of out-of-town business parks.

2.7 The intention is to increase economic resilience through attracting investment to provide regeneration of this key area of Huddersfield town centre and land

beyond the centre to the east. This will be achieved through securing commercial opportunities for existing business expansion and to attract new businesses to the area. The proposals intend to facilitate growth of employment sectors associated with the University of Huddersfield proposed health innovation campus to the east of the Huddersfield ring road.

- 2.8 The aims for this area also include residential opportunities to meet ongoing demand for housing in a highly sustainable location alongside improved connectivity between the town centre and the leisure opportunities provided by the area around the stadium. The proposals will explore the economic benefits provided by improved access to and use of the river and canal as assets to attract further investment to the area. The intention is also for this area to be directly linked to the proposed District Heat Network for Huddersfield town centre as part of the Kirklees council's aspirations to reach net zero by 2038.
- 2.9 The Station to Stadium Enterprise Corridor represents a significant regeneration priority and qualifies as a Future Growth Location SPA. Although land is not allocated in the current Local Plan, this will be explored when the Local Plan is updated. The Enterprise Corridor area directly adjoins St Georges Square (the location of Huddersfield Station) and Enterprise Corridor will provide significant commercial development, much of this within 600 metres of the Station but all within 1km.

Location Plan - Huddersfield Station to Stadium Enterprise Corridor SPA



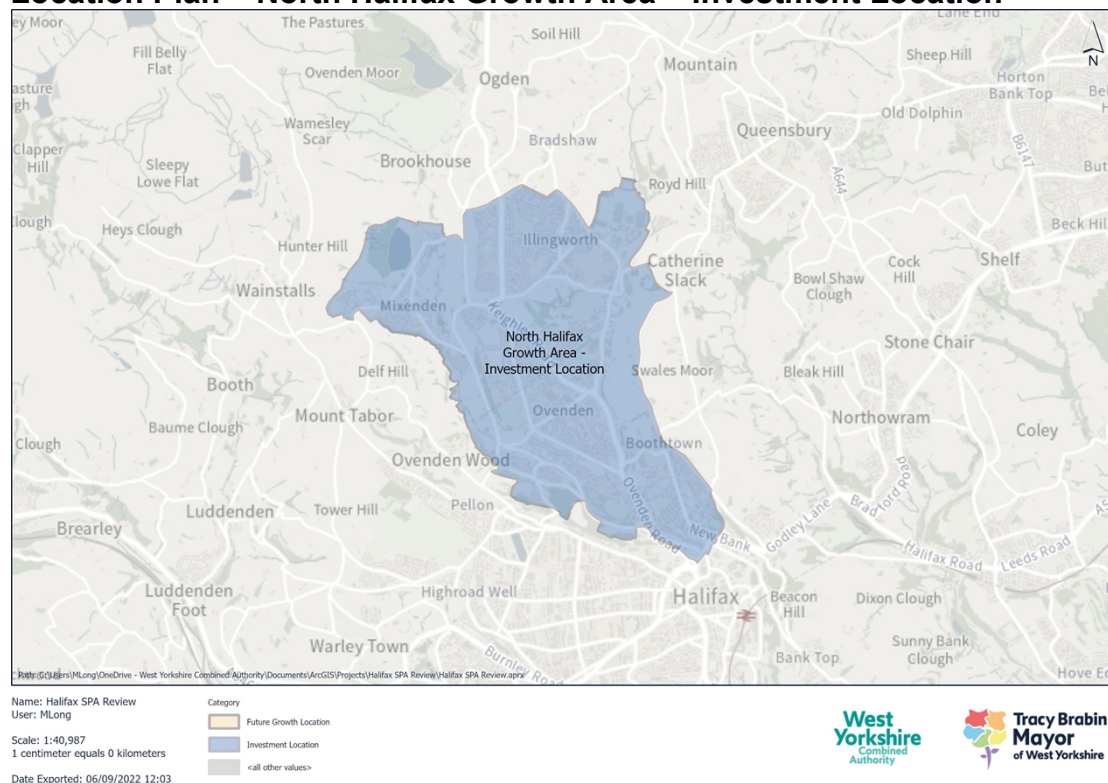
North Halifax Growth Area – Investment Location

- 2.10 The North Halifax Growth Area draft SPA is envisaged as including the area to the north of existing Halifax town centre SPA – known as Boothtown which is

adjacent to and to the north of the wards of Illingworth and Mixenden (1,513 Ha) and Ovenden 325 Ha). The aim would be to create a corridor heading out from the town centre towards the neighbourhoods broadly described as 'North Halifax' supporting an additional 1600 new homes. People's health, wealth, and wellbeing in North Halifax has been particularly negatively impacted by the pandemic and that the cost-of-living crisis is already having a big impact on residents and families in North Halifax.

- 2.11 Calderdale Council's Cabinet gave approval for developing a joined up long term strategic plan for North Halifax in January 2022 with the intention of building on the current and planned investment in North Halifax.
- 2.12 Creating the opportunity to secure further economic investment in North Halifax to expedite and build upon the secured funding and local strategic support at a borough level will increase resilience and enable the area and its residents to benefit from the inclusive growth agenda, improve skills and access to employment and to help address the longstanding challenges this area faces.
- 2.13 The North Halifax Growth Area qualifies as an investment location due to the regeneration potential aligned to housing growth of 1600 homes. This meets the criteria set out for an investment location focused on housing growth.

Location Plan – North Halifax Growth Area – Investment Location



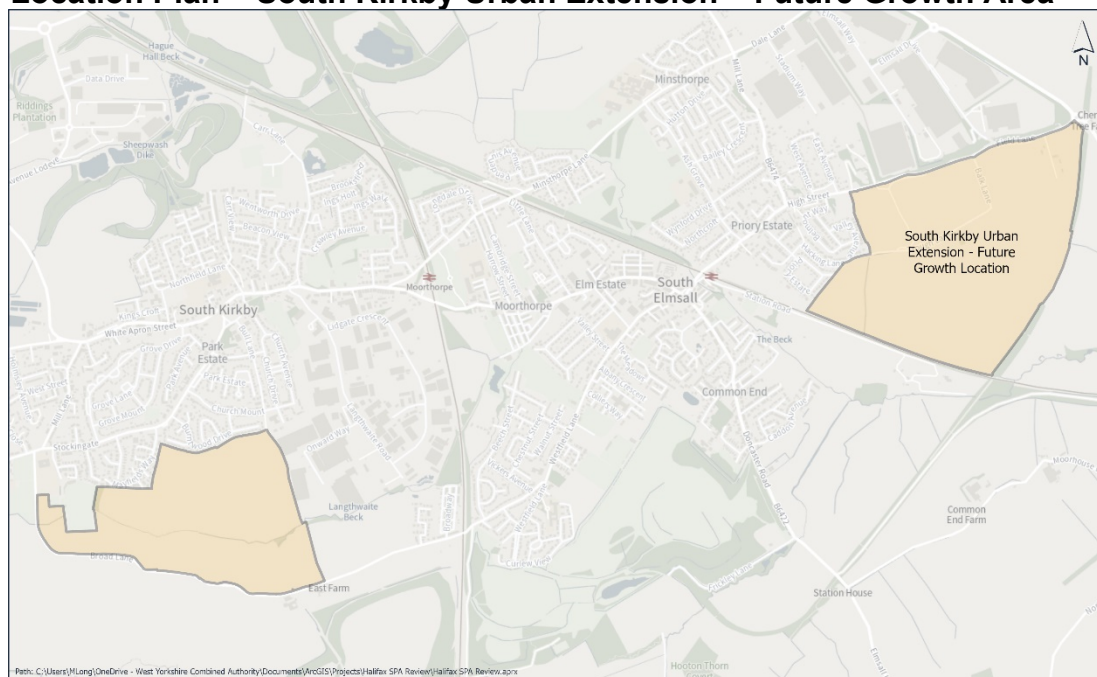
South Kirkby and South Elmsall Urban Extension – Future Growth Area

- 2.14 The South Kirkby and South Elmsall Urban Extension has been extended to include a large employment allocation identified at South Elmsall in

Wakefield’s emerging local plan. This site is greenfield, and it is proposed by Wakefield Council that this site will be removed from the Green Belt (through the local plan process). The site comprises of a mix of uses which includes housing and some employment. Although B8 is the predominant use on part of the site, other employment uses could occur.

- 2.15 The location is currently categorised as a Future Growth Area. Future growth locations are emerging priorities not currently allocated in Local Plans. Should the site become an adopted site in the Local Plan, it is envisaged that this SPA location will be categorised as an Investment Location SPA.

Location Plan – South Kirkby Urban Extension – Future Growth Area



Name: South Kirkby SPA Review
 User: MLong
 Scale: 1:16,788
 1 centimeter equals 0 kilometers
 Date Exported: 02/12/2022 10:49

Category
 Future Growth Location
 Investment Location
 <all other values>



Next Steps

- 2.16 As set out in Item 9b of this agenda, ongoing work to prioritise and develop a portfolio of workstreams and programmes under Investment Priority 3 (IP3) Creating Great Places and Accelerated Infrastructure is underway. Through the Investment Priority 3 (IP3) workstreams, we are developing two business cases that will support the delivery of SPAs.
- 2.17 The first is the development of an Employment Accelerator Fund that will be used to develop an evidenced employment sites pipeline. This pipeline and associated revenue funding programme will provide a better understanding of the development or delivery challenges for strategic employment sites across West Yorkshire.
- 2.18 Through developing a robust employment pipeline, it will be possible for WYCA to maximise support for the delivery of commercial developments and

ensure these enhance the sustainability and viability of cities and towns, by delivering employment opportunities which are well located to existing settlements and provide a range of employment opportunities.

2.19 The second business case is for a flexible revenue fund to be used to explore delivery models for SPAs. This programme would identify and develop appropriate and tailored development models utilising a suite of tools such as grants, put options, direct investment, CPO, investment zones (or similar) and potential use of Mayoral Development Corporations (MDCs) to suit the requirements of the sites within the SPAs to be developed.

2.20 Developing targeted delivery models for individual SPAs will support the acceleration of delivery across the SPA's aligned to the cross-cutting themes of the Investment Strategy and IP3 specifically through:

- Acceleration of inclusive jobs growth;
- Unlocking of stalled employment sites in strategic locations / corridors;
- Targeting priority sectors (this may be a cluster of complementary sectors rather than a single target sector);
- Alignment with other infrastructure / capital investments;
- Supporting business resilience (and recovery post Covid 19);
- Acceleration of the delivery of affordable and sustainable homes.

3. Tackling the Climate Emergency Implications

3.1 The SPAs have been developed and are to be actively managed to ensure that we are prioritising development in locations served by sustainable transport networks or can incorporate schemes to ensure that active travel and public transport can be delivered in these locations.

3.2 The SPA categories include 'Environmental Opportunity SPA'. These are locations which offer significant opportunities to address environmental issues, increase resilience and tackle the climate emergency (for example flood risk management, carbon sequestration, net biodiversity and environmental gain, green and blue infrastructure, renewable and low carbon energy generation)

4. Inclusive Growth Implications

4.1 Inclusive growth principles are embedded in the aims and criteria of the SPAs. The Core City and Main Urban Centre, and Future Growth Location categories of SPAs aim to support inclusive growth and renewal through the delivery of key infrastructure, commercial and residential development opportunities. The Investment Location category along with the Environmental Opportunity category of SPAs aim to promote urban renewal and to protect vulnerable places from economic and environmental threats.

5. Equality and Diversity Implications

5.1 A fundamental part of the Combined Authority strategic sites work is to support inclusive growth and sustainable development. The delivery of the regions

SPAs supports inclusive growth by enabling development and investment in some of the most deprived areas in our region, by encouraging regeneration, growth and renewal of our urban centres and through the delivery of key infrastructure to enable commercial and residential opportunities for all.

6. Financial Implications

- 6.1 There are no direct financial implications of this report however part of the rationale of agreeing strategic regional spatial priorities is to direct resource and funding to these locations as opportunities arise. The West Yorkshire Investment Strategy makes reference to Spatial Priority Areas as an example.

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 content of the report.
- 10.2 That the Combined Authority approve the SPA name changes listed in Table 1.
- 10.3 That the Combined Authority approve the additional two SPAs of North Halifax Growth Area (Calderdale) and Huddersfield Station to Stadium Enterprise Corridor (Kirklees) and the amended South Kirkby and South Elmsall Urban Extension SPA in Wakefield. Subject to this approval, the content on the Combined Authority website relating to SPAs will be refreshed.

11. Background Documents

Spatial Priority Areas (SPAs) Refresh – Combined Authority 10 December 2020

<https://westyorkshire.moderngov.co.uk/documents/s18099/Item%208%20-%20Spatial%20Priority%20Areas%20Refresh.pdf>

Spatial Priority Area – Definitions and Criteria

<https://www.westyorks-ca.gov.uk/media/9984/item-12-appendix-2-spatial-priority-area-definitions-and-criteria.pdf>

Spatial Priority Area Locations

<https://westyorks-ca.gov.uk/media/9985/item-12-appendix-3-spatial-priority-area-locations.pdf>

Spatial Priority Area Location Maps

<https://westyorks-ca.gov.uk/media/9986/item-12-appendix-4-spatial-priority-area-location-maps.pdf>

12. Appendices

None.



Report to: West Yorkshire Combined Authority

Date: 16 March 2023

Subject: **Corporate Plan 2023-24**

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

Author: James Bingham, Corporate Planning and Performance Officer

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

1. Purpose of this report

- 1.1 To seek endorsement to the approach for developing and publishing the Corporate Plan 2023-24

2. Information

Corporate Plan 2023-24

- 2.1 Building on the 2023/24 business plan and budget that were approved at the Combined Authority meeting on the 2nd of February 2023, a public facing Corporate Plan for 2023/24 is being produced. This seeks to set out the key priorities of the West Yorkshire Combined Authority and LEP in an accessible and engaging format.
- 2.2 The Corporate Plan will include strategic targets and ambitions for the region drawn from the West Yorkshire State of the Region report, in addition to more detailed targets relating to the Combined Authority's specific contribution. The regional context will also focus on setting out wider ambitions in terms of place shaping and inclusivity. The Corporate Plan will allow the public to understand how we are spending money to achieve outcomes for the region in relation to our 7 corporate objectives. As well as setting out plans for 2023/24, the Corporate Plan will also include a summary of the Combined Authority's key achievements against organisational objectives in the 2022/23 financial year.

This will draw on performance against the 2022/23 Key Performance Indicators (KPIs).

- 2.3 Work is ongoing on the development of a West Yorkshire Plan. This will be published in Spring 2023. The West Yorkshire Plan will include a new 2040 Vision for West Yorkshire, a story of West Yorkshire and also set ambitious missions. It will reflect major changes including, the devolution deal and election of the first Mayor of West Yorkshire, ongoing impact of cost of living and doing business crisis, government's priorities for growth and proposals for spending cuts. The primary audience for the plan is government and regional partners. State of the Region reporting will continue to provide the monitoring framework underpinning the West Yorkshire Plan and wider policies and strategies of the Combined Authority.
- 2.4 Through the Corporate Plan we will outline the importance of the West Yorkshire Plan and ensure that all information and activities in both documents is aligned. The Corporate Plan will explain how West Yorkshire Combined Authority will contribute towards the missions set out in the West Yorkshire Plan. We will do this by working towards achieving our 7 corporate objectives as detailed below.
- 2.5 A focus of the Corporate Plan 2023-24 will be around working towards achieving our 7 corporate objectives. These objectives are:
 1. Empowering our communities, towns, and cities to thrive.
 2. Building a sustainable, nature rich and carbon neutral region.
 3. Creating an accessible, clean and customer focussed transport system.
 4. Supporting community safety and accountable, proactive policing.
 5. Championing culture, sport, and creativity.
 6. Driving economic growth and innovation to enable good jobs.
 7. Enabling a diverse, skilled workforce and accessible learning for all.

Following the recent change in organisational structure to be more outcome focused, the business plans were also changed to be outcome focused. As a result, all activities and outcomes highlighted in the business plans have been linked to one or more of the seven corporate objectives. This will allow us to use the details of the business plans to more accurately provide an overview on how we will specifically work towards achieving the seven objectives in the Corporate Plan. Also, we will be able to more accurately monitor our performance against our seven Corporate Objectives throughout the 2023/24 financial year.

- 2.6 It is proposed that the Corporate Plan for 2023/24 will be different from the previous year:
 - Outcome focused – This will allow us to more accurately show how activities across all teams in the combined authority are contributing to achieving our seven corporate objectives.

- Description of the of the new organisational structure – We will highlight our new organisational structure and the benefits this will have on the way the Authority operates.
- Targets and metrics – We are going to use more data and intelligence to demonstrate how we aim to make a positive impact on the seven corporate objectives and on West Yorkshire overall. We will utilise research and intelligence data to inform why we are doing our planned activities to explain how they will help achieve our goals.
- Budget information – We plan on stating how much we are spending on achieving each of the 7 corporate objectives as opposed to breaking it down by directorate.

2.7 The proposed structure of the Corporate Plan is set out in the contents page list below:

1. Mayor’s Foreword
2. Chief Executive’s Foreword
3. Our Vision & our Mission
4. The Mayor of West Yorkshire
5. Policing and crime
6. Our objectives (Corporate Objectives)
7. EDI
8. Securing a strong recovery, building resilience, levelling up
9. Our seven objectives intro page
10. Empowering our communities, towns and cities to thrive
11. Building a sustainable, nature rich and carbon neutral region
12. Creating an accessible, clean and customer focussed transport system
13. Supporting community safety and accountable, proactive policing
14. Championing culture, sport and creativity
15. Driving economic growth and innovation to enable good jobs
16. Enabling a diverse, skilled workforce and accessible learning for all
17. Our Finances
18. The Combined Authority Board
19. Leeds City Region Enterprise Partnership
20. Senior Leadership Team
21. The new organisational structure
22. Positive case study for each theme: Tackling the climate emergency.
Growing an inclusive economy. Embedding equality, diversity and inclusion (EDI Action Plan)

3. Tackling the Climate Emergency Implications

3.1 Tackling the Climate Emergency is a key organisational objective. 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, will be referenced in the Corporate Plan.

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, will be set out in our Corporate Plan. 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 hence our corporate plan and business plans. Each directorate has corporate targets to meet as part of the business plans. These have been defined through the Equality, Diversity and Inclusion Strategy and Action Plan through which we are aiming towards achieving excellence against the Equality Framework for Local Government.

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 Board endorses the approach to the development of the Corporate Plan 2023-24.

10.2 That the Board final approval of the Corporate Plan is delegated to the Mayor, LEP Chair and the Managing Director.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

None



Report to: West Yorkshire Combined Authority

Date: 16 March 2023

Subject: **Governance and Appointment Arrangements**

Director: Ben Still, Chief Executive

Author: Angie Shearon, Governance Services 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 note a change in membership of the Combined Authority.
- 1.2 To appoint a member to the Governance and Audit Committee.
- 1.3 To note the resignation of the Chair of Corporate Scrutiny and consider a recommendation to appoint a replacement.
- 1.4 To consider a recommendation to appoint an additional non-voting advisory representative to the Employment and Skills Committee.
- 1.5 To consider a report and recommendations of the Independent Remuneration Panel (IRP) in relation to the payment of remuneration to the LEP Chair.
- 1.6 To consider a recommendation that appointment of Exec Directors, the Chief Operating Officer and Directors is delegated to the Chief Executive in consultation with the Mayor and following notification to Combined Authority members.

2. Information

Combined Authority - membership change

2.1 The Combined Authority are asked to note a change in membership of one of the three political balance members on the Combined Authority. Leeds City Council provided notification on 10 February that they wished to replace Councillor Matthew Robinson with Councillor Sam Firth. In line with the requirements of the WYCA Order 2014, the appointment was agreed by all five West Yorkshire constituent councils and effective from 17 February.

2.2 **Governance and Audit Committee - change of Conservative representative**

As a consequence of the change reported in paragraph 2.1, the Conservative Group have proposed that Councillor Sam Firth also replace Councillor Matthew Robinson as the Conservative Group representative on the Governance and Audit Committee. The Combined Authority are asked to approve this appointment.

Scrutiny Committee - chairing arrangements

2.3 At its annual meeting on 23 June 2023, the Combined Authority appointed chairs to each of the three scrutiny committees (Corporate, Economy and Transport/Infrastructure).

2.4 Councillor Peter Harrand, Chair of the Corporate Scrutiny Committee, submitted his resignation as chair of the committee with effect from 25 January 2023. Councillor Harrand has expressed a willingness to remain an ordinary member of the Corporate Scrutiny Committee for the remainder of the current municipal year.

2.5 It has been agreed by the West Yorkshire Conservative Group Leaders, that the current Deputy Chair of the Corporate Scrutiny Committee, Councillor Geoff Winnard, should replace Councillor Harrand as Chair. The Combined Authority are now asked to consider the recommendation for appointment.

Employment and Skills Committee - appointment of advisory representative

2.6 The Combined Authority currently appoints several non-voting advisory representatives to its thematic decision-making committees to draw in areas of expertise and knowledge. The Interim LEP Chair, in consultation with the Chair and lead director for the Employment and Skills Committee, have considered the merits of inviting a Local Skills Improvement Plans (LSIPs) representative to join the Employment and Skills Committee.

2.7 Local Skills Improvement Plans (LSIPs) are funded by the Department for Education to provide an agreed set of actionable priorities that employers, providers, and stakeholders in a local area can get behind to drive change. LSIPs are led by employer representative organisations and in West Yorkshire this is Mid-Yorkshire Chamber of Commerce and West and North Yorkshire Chamber.

- 2.8 It is therefore recommended that the Combined Authority approve the appointment of a non-voting advisory representative of the LSIP to the Employment and Skills Committee in order to deliver a cohesive skills policy and support for people and employers.
- Independent Remuneration Panel (IRP) Report - LEP Chair Remuneration**
- 2.9 The publication of the Levelling Up White Paper in February 2022 provided clarity that for LEPs within Mayoral Combined Authority (MCA) areas, the LEPs would be integrated into the MCA. Further details were provided by government in March when the [Guidance to Integrate LEPs into Local Democratic Institutions](#) was received.
- 2.10 Following this, a LEP Integration Plan (IP) for West Yorkshire was submitted to government and confirmation was received on 17 January 2023 that the government had endorsed the IP.
- 2.11 At its meeting on 2 February 2023, the Combined Authority approved proposals to fully integrate the LEP into the Combined Authority including necessary governance changes. It was agreed that remuneration of the LEP Chair would be retained but that it should be assessed independently; consequently, the Head of Legal & Governance Services was given authorisation to convene an Independent Remuneration Panel (IRP) to make recommendations to the Mayor and the Combined Authority as to the level of remuneration payable.
- 2.12 The IRP were commissioned to commence the review of the remuneration of the LEP Chair taking into consideration the changing role of the LEP in the context of the Combined Authority and LEPs revised governance model as an MCA, and in the context of the Integration Plan.
- 2.13 The IRP has now concluded its review and its report and recommendations are set out in full at **Appendix 1**. There is no statutory provision to consult an IRP on the issue of remuneration, although it has always been the practice of the Combined Authority to do so. The recommendations of the IRP are therefore intended to assist in determining an appropriate level of remuneration although there is no legal requirement to accept them.
- 2.14 The IRP recommendations set out in the Executive Summary at page 1 of the Report are that:
- The Chair of the LEP Board is remunerated £30,600 per year.
 - The Chair of the LEP Board continues to be able to claim expenses for carrying out approved duties in accordance with the Members' Allowances scheme for WYCA.
 - The IRP has the opportunity to review the recommended remuneration of the LEP Chair in two years' time when it will have the benefit of the experience of the newly defined role and knowledge of the future role of LEPs.

Executive Director, Chief Operating Officer and Director Appointments

- 2.15 At its meeting on 8 December 2022 the Combined Authority resolved that progression to recruitment of all vacant Director posts in the structure be approved. Recruitment is now underway and it is anticipated that appointments may well be made before the next scheduled Combined Authority meeting in June 2023. The process involves the Mayor chairing the interview panel, with other Combined Authority members and elected members involved as appropriate. The appointment of Directors is a function reserved to the Combined Authority and therefore to enable the recruitment to proceed, authority is sought for the Chief Executive to make appointments to the roles of Exec Director, Chief Operating Officer and Director in consultation with the Mayor, with the LEP Chair as appropriate, and following notification to Combined Authority members.

3. Tackling the Climate Emergency Implications

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

4. Inclusive Growth Implications

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

5. Equality and Diversity Implications

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

6. Financial Implications

- 6.1 The recommendations from the IRP will, if accepted, represent a decrease in current budgetary costs.

7. Legal Implications

- 7.1 The WYCA Order 2014, requires that the appointment of the three members of the Combined Authority to reflect political balance be agreed by all five West Yorkshire constituent councils.
- 7.2 The Chair of an overview and scrutiny committee must, by law, either be an “independent person” or else an “appropriate person” who is a member of one of the Constituent Councils (that is, a person who is not a member of a registered political party of which the Mayor is a member). Where no appointment is made by the Combined Authority, a committee shall appoint its own Chair and/or Deputy Chair.
- 7.3 The Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017 requires that an Audit

committee should, so far as reasonably practicable, reflect the balance of political parties prevailing among members of the Constituent Councils.

8. Staffing Implications

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

9. External Consultees

9.1 The advice of an Independent Remuneration Panel has informed the proposals in this report in relation to the LEP Chair remuneration.

10. Recommendations

10.1 That the Combined Authority note that, with effect from 17 February 2023, Councillor Sam Firth replaces Councillor Matthew Robinson as one of the three political balance members of the Combined Authority.

10.2 That the Combined Authority appoint Councillor Sam Firth to the Governance and Audit Committee as the Conservative Group replacement for Councillor Matthew Robinson.

10.3 That the Combined Authority note the resignation of Councillor Peter Harrand as Chair of the Corporate Scrutiny Committee and appoint Councillor Geoff Winnard as his replacement.

10.4 That the Combined Authority appoint a representative of the Local Skills Improvement Plans (LSIPs) as a non-voting advisory representative to the Employment and Skills Committee.

10.5 That the Combined Authority considers the report and recommendations of the Independent Remuneration Panel at **Appendix 1** and determines the level of remuneration which is expected to be paid to the LEP Chair from the start of the new municipal year.

10.6 That the Combined Authority authorises the Chief Executive, in consultation with the Mayor, the LEP Chair as appropriate and following notification to Combined Authority members, to make future appointments to the roles of Exec Director, Chief Operating Officer and Director following the outcome of the respective recruitment processes.

11. Background Documents

None.

12. Appendices

Appendix 1 – Independent Remuneration Panel report

This page is intentionally left blank

**A Review
Of
Remuneration
For the
Chair of the Leeds City Region
Local Enterprise Partnership
(LEP)**

A Report

By the

**LEP Independent Remuneration
Panel**

**Fara Butt
Dr Declan L. G. Hall (Chair)
Carolyn Lord
Very Reverend George Nairn-Briggs**

March 2023

Executive Summary

The IRP recommends that:

- The Chair of the LEP Board is remunerated £30,600 per year.
- The Chair of the LEP Board continues to be able to claim expenses for carrying out approved duties in accordance with the current Members' Allowances scheme for WYCA.
- The IRP has the opportunity to review the recommended remuneration of the LEP Chair in two years' time when it will have the benefit of the experience of the newly defined role and knowledge of the future role of LEPs.

A REVIEW OF REMUNERATION

BY THE

INDEPENDENT REMUNERATION PANEL

FOR THE

Leeds City Region

LOCAL ENTERPRISE PARTNERSHIP

CHAIR

March 2023

Introduction: IRP's Remit and Regulatory Context

1. This report contains the recommendations made by the independent remuneration panel (Panel or IRP) appointed by the West Yorkshire Combined Authority to provide advice to the West Yorkshire Combined Authority (WYCA or Authority) on the remuneration of the upcoming appointment of the Chair of the Local Enterprise Partnership (LEP) that will be integrated into the West Yorkshire Combined Authority.
2. The LEP's governance procedures require that to consider the remuneration of the LEP Chair it must be considered by an IRP, of which at least one Member must come from the private sector. Consequently, a LEP IRP was constituted and convened to provide advice to the Mayor and WYCA on the level of remuneration that shall be payable to the new LEP Chair to be considered at a meeting of the WYCA on 16th March 2023.
3. In coming to their recommendation, the IRP was asked to:
 - establish an understanding of the governance arrangements of the LEP, including the role of the Chair, and the nature and scale of the demands that will be placed on them,

- take into account the wider landscape of mayoral advisors' allowances and the allowances for comparable roles elsewhere,
- interview any relevant member or officers (anticipated to include the Chair of the Combined Authority, the Combined Authority's Chief Executive and a senior officer), and
- obtain and consider any additional information which they consider relevant.

The IRP

4. The members of the LEP Chair remuneration IRP appointed by the LCR are:

- Fara Butt
 - Formerly a school teacher/Head of English and now a businesswoman in West Yorkshire. Fara is a main board member of the National Bed Federation (NBF) and chair of the NBF marketing committee. She is also the first chair of The Furniture Maker's Yorkshire and Central Committee and a Liveryman of the City of London. Fara was winner of the Yorkshire Choice Businesswomen of the Year 2022 and shortlisted for the Northern Asia Powerlist 2020. She is also a Governor at Kirklees College and a Dewsbury Town Board member as well as being a published writer
- Declan Hall (Chair):
 - a former lecturer at the Institute of Local Government, the University of Birmingham, currently an independent consultant who specialises in Members Allowances and support. Dr Hall also chairs the IRP for West Yorkshire Combined Authority, the Greater Manchester Combined Authority (GMCA) and the Sheffield City Region Combined Authority (SCRCA).
- Carolyn Lord:
 - formerly a Member of Leeds IRP and IRP for various West Yorkshire authorities, and Independent Person for WYCA, solicitor in commercial practice, specialising in town and country planning and related areas of law, former governor of Leeds Trinity University, now Chair of Leeds Conservatoire, Board Member of the Luminare Education Group and Trustee of Yorkshire Sculpture Park. Carolyn is also a member of the West Yorkshire Combined Authority IRP.
- Very Reverend George Nairn-Briggs DL:
 - Member of Calderdale IRP, former Chair of Wakefield Standards Committee; formerly a Whitehall Press Officer, Bishop's Adviser on Social Responsibility and Dean of Wakefield; currently Dean Emeritus and since 2006 a Deputy Lord Lieutenant of West Yorkshire. George is also a member of the West Yorkshire Combined Authority IRP

5. The work of the IRP was supported by the following:
 - Angie Shearon, Governance Service Manager, WYCA¹

How the IRP approached the review

6. The IRP met virtually via MS Teams on the following dates:
 - 10th February 2023
 - 14th February 2023
 - 15th February 2023
7. It was at these meetings that the IRP considered the range of information that was provided to it and met with a range of elected post holders to discuss the nature of the changing role of the new Chair of the LEP and their potential remit and work and other issues arising to consider in arriving at its recommendations. The IRP also met with a range of Officers from the Authority and elsewhere to receive factual briefings on the nature of the LEP and how the role of the new LEP Chair is intended to operate.
8. The IRP also received and reviewed a wide range of written evidence and material from Officer briefing papers to benchmarking data. For further details on the range of evidence the IRP considered in its deliberations and in arriving at its recommendations see:
 - Appendix 1: the range of information that was formally presented to and considered by the IRP and sent to the IRP prior to its formal meetings.
 - Appendix 2: the elected post holders who made representations to the IRP and the Officers who provided factual briefings to the IRP.
 - Appendix 3: Benchmarking data reviewed by the IRP.

The context of the review

9. The driver for this review is the integration of the Leeds City Region (LCR) LEP into the West Yorkshire Combined Authority which comes into effect from 13th March 2023. This arose as part of the Government's change in policy towards LEPs, which sought to 'fold' LEPs into Mayoral Combined Authorities. Under previous arrangements the government funnelled regional development funding for West Yorkshire through the LCR LEP and the LEP decided how to spend that money. Now, the funding is channelled through the West Yorkshire Combined Authority and elected Mayor, where officer capacity has been building to deliver the inclusive growth and economic programmes. Since 2020 the LEP has covered the same geographical area as the five constituent

¹ The IRP takes this opportunity to thank Angela for all her hard work in supporting the work of the IRP.

councils of West Yorkshire, and as such, is co-terminus with the WYCA.

10. The prime onward role of the LEP Board will be advisory in which it will provide a high profile, independent private sector voice to the decisions of the Combined Authority specifically relating to economy, productivity, inclusive growth and employment and skills. In addition, the WYCA may request that the LEP considers 'deep dive' questions as required regarding the economy to support and feed into evidence-based decisions to be made.
11. Clearly the integration of the LEP Board into the WYCA will impact on the workload and responsibility of the Chair of the integrated LEP. However, in the absence of actual experience of the new role the IRP is reviewing their remuneration at a particular point of time, namely as it is anticipated to be rather than what it may actually turn out to be in practice.
12. Nonetheless, there are some key points to be made about the role of the Chair of the new LEP. The LEP Board Chair will be a mayoral appointment and the post holder will exercise significantly less operational direction, budgetary and programme control. Regardless of how the role plays out in practice the Chair of the new LEP Board will be expected to:
 - Provide leadership of the LEP as a non-statutory partnership body to drive inclusive economic growth. Reshaping the LEP in light of national and local changes to ensure that the role of the board, board members and the wider private sector is clear and communicated effectively.
 - Support the Mayor of West Yorkshire and members of the Combined Authority to understand the challenges and opportunities faced by the business community through the LEP as the primary business advisory board to the Mayor and the WYCA.
 - Support the development of key regional strategies such as the Economic Strategy and work programmes which address the key priorities for inclusive economic growth and take account of the different economic needs and opportunities across the region.
 - Chair and develop an effective LEP Board by managing the contributions of both private and public sector leaders, to ensure that the LEP's work is clear, and strategic in achieving a common goal and purpose.
 - Work with the Mayor and Combined Authority to promote the interests of the region in high level negotiations with key influencers in government and business circles, with the broad aim of securing investment in the region.
 - Ensure the LEP builds strong local partnerships across West Yorkshire.
 - Provide strategic policy advice in respect of the current and future needs of the region's economy to the mayor and mayoral combined authority.

- Provide proactive communication, consultation and negotiation with key stakeholders regionally and nationally, including politicians, government, businesses and business representative organisations.
 - Provide a conduit for business/private sector voice onto WYCA decision making panels.
 - Lead on an agreed set of business priorities, such as diversity in business, digital transformation, a strong Trade and Investment brand and a focus on start-ups.
 - Maintain and further strengthen relationships with business representative groups within the region alongside the mayor.
13. The setting out above of the main roles and responsibilities of the Chair of the new LEP Board shows that it will remain a high profile significant role. The IRP was informed that the post holder will need to have the highest level business experience, communication, consensus building and networking skills almost undoubtedly gained from many years in a professional or business role in the region. They may well be at a stage in their career where a portfolio career is preferred, whereby business currency can be maintained whilst taking on this role of LEP Chair as a strategic influencer. This is in line with the Combined Authority's aim to maintain (and indeed further strengthen) its linkages and partnership with the private sector.

Arriving at the recommended remuneration for the LEP Board Chair

14. The current (interim) Chair of the LEP Board is remunerated as was the previous permanent incumbent at an annual remuneration of £60,000 for an expected commitment of 12 days per month, or 144 days per year, which equates to a day rate of just under £417, which is a full time equivalent of £108,420 per year.
15. The first consideration for the IRP was to deliberate on the time commitment of the Chair of the new LEP Board. It noted that in the role profile the stated time commitment is between 4-8 days per month, or between 48-96 days per year. Clearly the expectation is that the time commitment for the Chair of the new integrated LEP Board will be less than is currently the case, where the LEP is organisationally separate and has a wider remit.
16. The IRP did receive some representation that the stated expected time commitment going forward was unrealistic; the post holder may well have to put in the time that the current chair of the LEP Board is expected to put in. However, the IRP decided that in the absence of actual experience it had to be guided by the expected time commitment as set out in the role profile for the Chair of the new integrated LEP. Moreover, there is clear evidence that the role of the Chair of new integrated LEP will not require the same time commitment as it does now. The post holder will have a lessor operational and leadership role – this will be a result of integration into the WYCA.

17. As such the IRP concluded that until experience proves otherwise it would be reasonable to opt for the midpoint between the time commitment stated in the role profile for the Chair of the new LEP Board, which is 6 days per month, or 72 days per year.
18. The second consideration for the IRP was to settle upon an appropriate day rate for the Chair of the new integrated LEP. An important point for the IRP was that this is a public sector role, with an implied public service discount. The rate of remuneration should not reflect private sector commercial levels that are paid for instance, to executive chairs of large private sector businesses. On the other hand the daily rate of remuneration should be sufficient to attract a wide range of candidates with the appropriate range of skills and experience who are not deterred by being under remunerated.
19. The role of the Chair of the new LEP Board may be less operational, no longer responsible for programmes and budgets but it will be more strategic, exercising influence and providing key advice on economic issues to the elected Mayor and the WYCA. As such, the IRP decided that the current rate of remuneration for the interim Chair of the LEP Board was an appropriate guide and has applied a small inflationary uplift as the current daily rate of remuneration of just over £417 has not been revised since 2010. These deliberations led the IRP to adopt a day rate of £425.
20. Thus, by multiplying the expected time commitment of 72 days per year by £425 per day it arrives at a tentative remuneration of £30,600, which is a full time equivalent of £110,500 per year.

Benchmarking the remuneration for the Chair of the new LEP Board

21. With the tentative remuneration of £30,600 in mind the IRP benchmarked that figure against the remuneration paid to Chairs of other English LEPs. The first thing that is noted is that according to research conducted by Odgers Berndston only 1 in 6 LEPs (out of 33 of 38 LEPs that responded to their survey) remunerate their Chair. However, the issue of whether or not to remunerate the LEP is not an issue as the WYCA has already made a policy decision that the Chair of the new integrated LEP will be remunerated.
22. The same research showed a range of remuneration from £13,000 to £24,000 per year. Some further research by the IRP (see Appendix 3) showed that out of six specific LEPs looked at, one only paid expenses to their LEP Chair, one paid £26,000 and four paid £20,000 per year. The IRP did look up the remuneration of the Chair of a number of other LEPs and it did indeed confirm the picture presented by Odgers Berndston in that most LEPs do not remunerate their Chair.
23. In this comparative context the tentative remuneration for the LEP Chair of £30,600 appears somewhat disproportionate. However, the IRP has not been driven by the comparative picture. The new integrated LEP will be one of the

largest English LEPs and it is clear that the post holder will be expected to undertake roles that are extensive, will require a significant commitment and carry a comparatively high degree of responsibility.

24. **The IRP recommends that the Chair of the LEP Board is remunerated £30,600 per year.**
25. **The IRP also recommends that the Chair of the LEP Board continues to be able to claim expenses for carrying out approved duties in accordance with the current Members' Allowances scheme for WYCA.**

A further Review

26. The IRP has made the point that it is making a recommendation on the LEP Chair's remuneration without experience of how the role will play out in practice. Just as important is that government policy regarding the future and role of LEPs is not fixed and will continue to evolve, all of which may well impact on the role of the LEP Chair going forward.
27. **As such, the IRP further recommends that it has the opportunity to review the recommended remuneration of the LEP Chair in two years' time when it will have the benefit of experience of the role and knowledge of the future role of LEPs. In addition, any potential increase relate to inflation could be considered at this point.**

APPENDIX 1: Written Information Received and Considered by IRP

1. IRP Briefing Paper provided to the IRP on the changing nature of the WY LEP and role of the new WYCA LEP Chair.
2. Structure chart showing LEP Board appointments 2022/23
3. Role profile from the advert for the appointment of the new LEP Chair, showing nature/key responsibilities of the role and expected time commitment.
4. The LEP Board Terms of Reference, 2022/23
5. Constitution of the LEP Part 2, setting out its structure and operation, 2022/23
6. WYCA Inclusivity Champion candidate pack, setting out nature of the role and expected remuneration.
7. Department for Up, Housing & Communities plus Business, Energy & Industrial Strategy, Guidance on integrating Local Enterprise Partnerships into local democratic institutions, 31st March 2022
8. Pie Chart breaking down the proportion of the time the current LEP Chair spends on various activities.
9. Leeds City Region Enterprise Partnership, LEP Board Members' Remuneration and Expenses Scheme, 2022-23
10. Odgers Berndston, Local Enterprise Partnerships – A Chair's Perspective, (no date), provides a global picture on the remuneration of Chairs of English Local Enterprise Partnerships

APPENDIX 2: Post holders & Officers Who Contributed to the Review**Post Holders:**

Tracy Brabin	Elected Mayor, WYCA & LCR LEP Board Member
Mark Roberts	Interim Chair, Leeds City Region (LCR) LEP/Board
Cllr Shabir Pandor	Chair of WYCA Business, Economy & Innovation, LCR LEP Board Member & Leader of Kirklees Council
Andrew Wright	LCR LEP Board Member ²

Officers:

The IRP received a factual briefing from the following Officers:

Ben Still:	WYCA Chief Executive
Tom Riordan	Chief Executive, Leeds City Council

² A. Wright made a written submission to the IRP

APPENDIX 3: Summary of Remuneration Used for Benchmarking Purposes

1. Remuneration currently paid to other LEP Chairs:

- Black Country LEP Expenses only
- Coast 2 Capital LEP £20,000 (2021)
- Cornwall & Isles of Scilly LEP £20,000 (2019)
- Cumbria LEP £20,000 (2022)
- Cheshire & Warrington LEP £26,000 (2022)
- North East LEP £20,000 (2020)

2. Research by Odgers Berndston received responses from 33 out of 38 LEPs found that 1 in 6 Chairs were paid between £13,000 - £24,000 (no date).

3. Recruitment pack for WYCA Mayor’s Inclusivity Champion, showing a remuneration of between £400 – 450 per day.



Report to: West Yorkshire Combined Authority

Date: 16 March 2023

Subject: **Minutes for Information**

Director: Melanie Corcoran – Interim Chief Operating Officer

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](#):

- Finance, Resources and Corporate Committee held on 10 November 22.
- LEP Board held on 01 December 22.
- Transport Committee held on 14 December 22.
- Place, Regeneration and Housing Committee held on 05 January 23.
- Economy Scrutiny Committee held on 18 January 23.
- Transport/Infrastructure Scrutiny Committee held on 19 January 23.
- Corporate Scrutiny Committee held on 20 January 23.
- Transport Committee held on 10 February 23.

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.