

WEST YORKSHIRE COMBINED AUTHORITY

**MEETING TO BE HELD AT 11.00 AM ON THURSDAY, 22 JUNE 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.

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(Lead Member: The Mayor, Director: Alan Reiss)

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(Lead Member: Cllr J Lewis, Director: Phil Witcherley)
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(Lead Member: Cllr J Scullion, Director: Liz Hunter)
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(Lead Member: The Mayor, Director: Phil Witcherley)
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Signed:



**Chief Executive
West Yorkshire Combined Authority**

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Report to: West Yorkshire Combined Authority

Date: 22 June 2023

Subject: **Membership of the West Yorkshire Combined Authority**

Director: Alan Reiss, Chief Operating Officer

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

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

1. Purpose of this Report

- 1.1 To note the appointment of Combined Authority Members and Substitute Combined Authority Members to the West Yorkshire Combined Authority (the Combined Authority) by the Constituent Councils (the West Yorkshire councils) and the Non-Constituent Council (the City of York Council).
- 1.2 To note the Mayor’s position as Chair of the Combined Authority and the Deputy Mayor.
- 1.3 To note the position regarding appointment of the Leeds City Region Local Enterprise Partnership Combined Authority Member (“the LEP Member”) and Substitute LEP Member to the Combined Authority.
- 1.4 To grant voting rights to the Non-Constituent Council Combined Authority Member and to the LEP Member (and their Substitutes).

2. Information

Membership

- 2.1 The West Yorkshire Mayor, Mayor Brabin, became a Combined Authority Member and Chair of the Combined Authority, by virtue of that office, from 10 May 2021.

- 2.2 The Mayor must appoint a Combined Authority Member to be the Mayor's deputy (the Deputy Mayor). Councillor James Lewis was appointed as the Deputy Mayor in 2021 and continues in that post.
- 2.3 The West Yorkshire Combined Authority Order 2014 (the 2014 Order) provides for the Combined Authority to comprise the following in addition to the Mayor:
- 5 elected members, each one appointed by a Constituent Council from its elected members (a **Constituent Council Combined Authority Member**),
 - an elected member from three of the Constituent Councils, appointed jointly by the Constituent Councils so that the elected members appointed by Constituent Councils taken as a whole reflect so far as reasonably practicable the balance of political parties for the time being prevailing among members of the Constituent Councils (the **Political Balance Members**),
 - 1 elected member appointed by the Non-Constituent Council (the **Non-Constituent Council Combined Authority Member**), and
 - 1 person nominated by the LEP and appointed by the Combined Authority (the **LEP Member**).
- 2.4 A Substitute Member is also appointed to act in the absence of the following:
- each Constituent Council Combined Authority Member,
 - each Political Balance Member,
 - the Non-Constituent Council Combined Authority Member, and
 - the LEP Member.
- 2.5 Mark Roberts, the Interim Chair for the LEP Board and a member of the Combined Authority intends to step down from the LEP Board at the end of June. Recruitment for the role of LEP Chair and for private sector LEP Board members is currently underway. At its meeting on 13 June, the LEP Board agreed that the LEP Board Chair once appointed will be the LEP Member on the Combined Authority and that the LEP Board Deputy Chair once appointed will be the substitute LEP Member on the Combined Authority. In addition, and to ensure LEP Board private sector representation at the Combined Authority meeting on 27 July (should the appointment of the Chair be not concluded at that point), it was further agreed that the Chief Executive be authorised to nominate a LEP member to represent the LEP at that meeting. Members are asked to note and support this interim proposal.
- 2.6 **Appendix 1** to this report contains details of the membership of the Combined Authority, including the appointments made by the Constituent Councils and the Non-Constituent Council to the Combined Authority.

Voting Rights

- 2.7 Each Combined Authority Member (or Substitute Member) has one vote, except the Non-Constituent Council Combined Authority Member, and the LEP Member, who are non-voting unless the voting Combined Authority Members resolve that this provision is not to apply.
- 2.8 Given the status of the City of York as a Non-Constituent Council, it is proposed that the Non-Constituent Council Combined Authority Member exercises voting rights at any Combined Authority meeting, (including any committee or sub-committee to which the Non-Constituent Council Combined Authority Member is appointed), only in respect of any decision which gives rise to a direct and significant financial liability for the Non-Constituent Council.
- 2.9 It is proposed that, once appointed to the Combined Authority, the LEP Member, continues to be granted voting rights exercisable at any Combined Authority meeting (including any committee or sub-committee to which the LEP Member is appointed) on any decision, subject to the following exceptions:
- decision-making in relation to budget and levy setting, and
 - the adoption of any implementation plans appended to the Local Transport Plan (the West Yorkshire Transport Strategy 2040¹) which relate specifically to the Combined Authority's area (that is, West Yorkshire).
- 2.10 For the avoidance of doubt, the voting Combined Authority Members are also asked to resolve that the Substitute Non-Constituent Council Combined Authority Member and Substitute LEP Member, once appointed, may exercise any voting rights exercisable by the Member for whom they substitute, in the absence of that Member.

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.

¹ The West Yorkshire Transport Strategy 2040 is the Combined Authority's statutory Local Transport Plan.

6. Financial Implications

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

7. Legal Implications

7.1 The West Yorkshire Combined Authority Order 2014 sets out membership arrangements for the Combined Authority, as outlined above.

7.2 By law, the Mayor must appoint a Combined Authority Member to be the Deputy Mayor.

8. Staffing Implications

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

9. External Consultees

9.1 None.

10. Recommendations

10.1 That the Combined Authority resolves:

10.1.1 To note:

- the position of Mayor as Chair of the Combined Authority by virtue of that office,
- the ongoing appointment of the Deputy Mayor by the Mayor,
- the appointment of Constituent Combined Authority Members and their Substitutes by the Constituent Councils, and
- the appointment of the Non-Constituent Council Member and Substitute by York City Council,

as set out in Appendix 1 to this report.

10.1.2 To note that the LEP Member of the Combined Authority and the Substitute LEP member will be appointed to the Combined Authority in due course and further to agree the proposal that to ensure LEP Board private sector representation on the Combined Authority at its next meeting on 27 July, a nominated LEP Member may attend to provide representation.

10.1.3 That the Non-Constituent Council Combined Authority Member may exercise one vote at any Combined Authority meeting (including any decision-making committee or sub-committee to which the Non-Constituent Council Combined Authority Member is appointed) only in respect of any decision which gives rise to a direct and significant financial liability for the Non-Constituent Council.

10.1.4 That the Substitute Non-Constituent Council Combined Authority Member may exercise the voting rights granted to the Non-Constituent Council Combined

Authority Member, when acting in the absence of the Non-Constituent Council Member.

10.1.5 That the LEP Member, once appointed, may vote at any meeting of the Combined Authority (including any committee or sub-committee to which the LEP Member is appointed) on any decision, subject to the following exceptions:

- decision-making in relation to budget and levy setting; and
- the adoption of any implementation plans appended to the Local Transport Plan which relate specifically to the Combined Authority's area (that is, West Yorkshire).

10.1.6 That the Substitute LEP Member (once appointed) may exercise the voting rights granted to the LEP Member, when acting in the absence of the LEP Member.

11. Background Documents

11.1 None.

12. Appendices

Appendix 1 – Table of appointments

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Combined Authority Members

Municipal Year 2023/24

West Yorkshire Mayor	
Elected Mayor	Deputy Mayor ¹
Tracy Brabin	James Lewis

Constituent Council Combined Authority Members – appointed by Constituent Councils		
	Appointment	Substitute
Bradford	Susan Hinchcliffe	Imran Khan
Calderdale	Jane Scullion	Tim Swift
Kirklees	Shabir Pandor	Cathy Scott
Leeds	James Lewis	Debra Coupar
Wakefield	Denise Jeffery	Matthew Morley
Non-Constituent Council Combined Authority Member – appointed by the Non-Constituent Council		
	Appointment	Substitute
York	Claire Douglas	Peter Kilbane

Political Balance Members – jointly appointed by the Constituent Councils		
	Appointment	Substitute
Joint appointment	Rebecca Poulsen	Debbie Davies
	Sue Holdsworth	Stewart Golton
	Alan Lamb	Sam Firth

LEP Member – to be appointed by the Combined Authority		
	Appointment	Substitute
Further to LEP nominations	To be confirmed	To be confirmed

¹The Deputy Mayor for Policing and Crime is not ex-officio a Combined Authority Member.

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**MINUTES OF THE MEETING OF THE
WEST YORKSHIRE COMBINED AUTHORITY
HELD ON THURSDAY, 25 MAY 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 Tim Swift MBE (Substitute)	Calderdale Council
Councillor Shabir Pandor	Kirklees Council
Councillor James Lewis	Leeds City Council
Councillor Matthew Morley (Substitute)	Wakefield Council
Councillor Rebecca Poulsen	Bradford Council
Councillor Sam Firth	Leeds City Council
Councillor Sue Holdsworth	Calderdale Council
Mandy Ridyard (Substitute)	LEP Board Representative

In attendance:

Ben Still	West Yorkshire Combined Authority
Alan Reiss	West Yorkshire Combined Authority
Mick Bunting	West Yorkshire Combined Authority
Dave Haskins	West Yorkshire Combined Authority
Liz Hunter	West Yorkshire Combined Authority
Dave Pearson	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority
Philip Witcherley	West Yorkshire Combined Authority
Javid Daji	West Yorkshire Combined Authority
Rebecca Brookes	West Yorkshire Combined Authority
Ian Parr	West Yorkshire Combined Authority

92. Apologies for Absence

Apologies for absence were received from Cllr Denise Jeffery, Cllr Jane Scullion, Cllr Andrew Waller, and Mark Roberts.

The Mayor noted the change of leadership at Calderdale Council, where Cllr Jane Scullion was appointed as Leader of the Council and Cllr Tim Swift was appointed as Deputy Leader. The Mayor expressed thanks to Cllr Swift for his work leading Calderdale Council and for the Combined Authority in securing devolution for West Yorkshire.

93. Declarations of Disclosable Pecuniary Interests

There were no declarations of disclosable pecuniary interests.

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

The Mayor noted that appendix 3 to agenda item 6 was identified as exempt from the press and public.

Resolved: That in accordance with paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, the public be excluded from the meeting during consideration of Appendix 3 to Agenda Item 6 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.

95. Minutes of the Meeting of the Combined Authority held on 16 March 2023

Resolved: That the minutes of the meeting of the West Yorkshire Combined Authority held on 16 March 2023 be approved and signed by the Chair.

96. Bus Service Improvement Plan - programme update

The Combined Authority received a report from the Interim Head of Transport Policy which provided an update on the state of the local bus network and ongoing delivery of the Bus Service Improvement Plan (BSIP) revenue programme in relation to Enhanced Bus Services and further network improvements, as well as continued delivery of Mayor's Fares.

The Mayor noted that the Bus Service Improvement Plan was important to address the challenges faced by the bus network, such as further service cuts which were anticipated to be made. Members noted there have been recent funding announcements, however there was little long-term planning which would grant more security to operators and potentially reduce the need for service cuts.

Officers noted that the Department for Transport had recently announced £200 million of funding to continue the £2 capped bus fare outside of London until the end of October 2023, and £2.50 from October 2023 to the end of November 2024. The Mayor's Fares scheme was introduced in West Yorkshire prior to the national programme through the BSIP funding, and officers were working on the potential impact of the announcement.

A further £160 million would be provided to local transport authorities, spread over the current and upcoming financial year, with the aim of improving services and infrastructure. Operators were already planning for the reduction of services as the announced funding falls short of their requirements, and more information was expected to follow regarding the effect in West Yorkshire. Work will be conducted with members of the

Transport Committee to identify the needs of the West Yorkshire districts, plan accordingly, and to address issues as appropriate to support passengers.

Members welcomed the announcement of additional funding and questioned if passenger rates were still rising from 85% of pre-pandemic figures, and if more data could be presented to show the comparison between previous quarters. Officers clarified that the rate of passenger growth appeared to have stabilised, and added that much of the data was commercially sensitive and so not available for public enquiry. Further national data was released by the Department for Transport shortly before the meeting which has yet to be analysed, and officers noted that the passenger trends seen in Leeds were reflected across the country.

Members queried how the reported costs were derived and if there would be enough funding to cover network requirements. Officers responded that money was allocated from the overall BSIP funding of £31 million and drawn down in several tranches. The pace of delivery is impacted by the changing needs of the network, but officers expressed confidence that, more detail would be available by June 2023 to make more informed decisions.

Resolved: That the progress being made on the delivery of the Bus Service Improvement Plan be noted.

97. Bus Reform

The Combined Authority received a report from the Head of Bus Reform, which sought confirmation to proceed with the proposed franchising scheme as suggested in the Bus Reform Assessment and to progress the Bus Reform Assessment to Audit. The report also sought to delegate authority to the Chief Executive to approve final minor amendments to the Assessment document ahead of Audit, and a further approval of the contribution £4,012,000 to the existing contribution.

The Mayor noted that, if approved, the recommendations would be another step towards the creation of a London-style bus network, but that the decisions presented were not final and the decision would be taken in March 2024 subject to audit and public consultation.

Members noted that the current bus network was not delivering at the pace required to meet the needs of passengers. Members stressed there was no simple answer and franchising was not without risks, and required careful consideration.

Members queried the associated costs for available options presented for discussion. The meeting moved into private session to discuss the exempt appendix.

Resolved: That in respect to the Bus Reform Assessment:

i. The conclusions and recommendation included within the Assessment (paras. 2.22 – 2.28) be noted.

ii. The Assessment for Audit, and delegated finalisation of the assessment to the Chief Executive be indicatively approved.

That in respect to the Bus Reform programme (Bus Franchising Needs Assessment) scheme Approvals:

i. The Bus Reform programme (Bus Franchising Needs Assessment) scheme proceed through decision point 4 (full business case) and work commence on activity 5 (delivery).

ii. The Combined Authority's contribution of £4,012,000 be given. The total scheme value is £5,012,000.

iii. Future approvals be made in accordance with the assurance pathway and approval route outlined in the submitted report. This will be subject to the scheme remaining within the tolerances outlined in the submitted report.

98. West Yorkshire Plan

The Combined Authority received a report from the Head of Policy and Strategy Coordination which sought the adoption of the West Yorkshire Plan by the Combined Authority, subject to minor changes, and the delegation of final sign-off of the plan to the Chief Executive in consultation with the Mayor.

The Mayor noted the West Yorkshire Plan was produced in partnership with stakeholders across the region, and would set a trajectory up to 2040 with clear targets for the region. The West Yorkshire Plan would sit at the top of a suite of strategies including the Local Transport Plan, Economic Strategy, and the Police and Crime Plan, among others. The West Yorkshire Plan was well-received at the UK Real Estate Investment and Infrastructure Forum (UKREiIF) which took place between 16-18 May 2023. The official launch of the West Yorkshire plan was set to take place on 16 June 2023.

Officers added the West Yorkshire Plan was considered by each of the Combined Authority's thematic committees and received valuable feedback, which was reflected in the final version. The 'State of the Region' report documents the progress made against several social, economic, and environmental indicators and would be used to report alongside the West Yorkshire Plan.

Resolved:

That the West Yorkshire Plan be adopted, subject to minor amendments.

That finalisation of the West Yorkshire Plan be delegated to the Chief Executive, in consultation with the Mayor, to enable any further minor amendments to be taken into account.

99. Director appointments

The Combined Authority received a report from the Chief Executive, which sought endorsement of the new Director appointments within the Combined Authority.

Officers summarised the report, which outlined the changes to directors following the delegation of directorship appointments to the Chief Executive at the 16 March Combined Authority meeting. Officers explained that the Combined Authority had experienced a time of unprecedented change regarding its structure and culture, and the appointments would allow for the more effective delivery of policy for West Yorkshire, especially concerning transport matters. Officers noted the changes had not yet concluded and development would continue to meet the needs of the Combined Authority.

Resolved: That the director appointments as per the body of the report be endorsed.

100. Minutes for information

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

The Mayor thanked Dave Pearson, ahead of his retirement, for his hard work leading on Transport for the West Yorkshire region over many years at the Combined Authority. Members concurred and expressed their own thanks and well-wishes on behalf of their districts.

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Report to: West Yorkshire Combined Authority

Date: 22 June 2023

Subject: **Committee Arrangements and Appointments**

Director: Alan Reiss, Chief Operating Officer

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

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

1. Purpose of this Report

- 1.1 To appoint committees of the West Yorkshire Combined Authority (the Combined Authority).
- 1.2 To appoint or co-opt members onto the Combined Authority's committees.
- 1.3 To appoint the Chairs and Deputy Chairs of committees of the Combined Authority.
- 1.4 To grant voting rights to some members of the Combined Authority's committees.
- 1.5 To agree that each decision-making committee continues to designate an Inclusivity Lead
- 1.6 To confirm the continuing appointment of Independent Persons.

2. Information

Appointment of Committees

- 2.1 The Combined Authority must by law appoint an audit committee and an overview and scrutiny committee. The proposed terms of reference for the **Governance and Audit Committee** are attached as **Appendix 1**. The proposed terms of reference for the three overview and scrutiny committees,

Economy, Transport & Infrastructure and Corporate scrutiny committees are attached as **Appendices 2, 3 and 4** respectively.

2.2 It is proposed that the following additional decision-making committees are appointed, with the proposed terms of reference attached as appendices to this report:

- Business, Economy & Innovation (**Appendix 5**)
- Climate, Energy & Environment (**Appendix 6**)
- Culture, Heritage, and Sport (**Appendix 7**)
- Employment & Skills (**Appendix 8**)
- Finance, Resources & Corporate (**Appendix 9**)
- Place, Regeneration & Housing (**Appendix 10**)
- Transport (**Appendix 11**)

2.3 In accordance with statutory guidance, the Combined Authority is also recommended to appoint a joint audit committee with the Chief Constable for West Yorkshire, the **Joint Independent Audit Committee**. The purpose of the committee is to provide independent advice and recommendations to the Mayor and the Chief Constable on the adequacy of the governance and risk management frameworks, the internal control environment and financial reporting, thereby helping to ensure efficient and effective assurance arrangements are in place, and the terms of reference and appointments are matters for the Mayor and the Chief Constable to agree. The terms of reference proposed by the Mayor and the Chief Constable are attached as **Appendix 12** and these will be confirmed by the committee at its meeting on 29 June.

2.4 The proposed terms of reference for the committees listed in paragraph 2.2 above remain unchanged from the previous municipal year save for reference to the Strategic Economic Framework being replaced to reference the vision and policy framework of the Combined Authority, and the below minor amendments:

Committee	Appendix	Amendment Proposed
Climate, Energy & Environment Committee	6	Amended to extend their remit to liaise with Place, Regeneration and Housing Committee to include retrofit and solar activity.
Place, Regeneration & Housing Committee	10	Amended to include reference that the Committee will liaise on the issue of enterprise, investment and employment zones.

Appointments to Committees

2.5 **Appendix 13** to this report sets out proposed appointments of Combined Authority members and co-optees to the Combined Authority's committees, including:

- any local authority representative, further to nominations from relevant councils,
 - any LEP Board member or other private sector representative, further to nominations by the LEP Board,
 - any ex-officio representative of any relevant body, (reflecting a desire to have wide ranging advisory support across committees).
- 2.6 Recruitment for new private sector LEP Board members is currently underway following which the Combined Authority may be asked to co-opt additional LEP Board members to its committees to address a number of recent vacancies.
- 2.7 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 Place, Regeneration & Housing Committee have considered the merits of inviting a representative from Historic England to join the Committee. Historic England are the national public body that supports England's historic environment and assets. It is responsible for protecting the historic environment by preserving and listing historic assets. One of the key areas of interest for the Committee is in terms of quality of place and regeneration which aligns closely to the values of Historic England.
- 2.8 It is therefore recommended that the Combined Authority approves the appointment of a non-voting advisory representative from Historic England to the Place, Regeneration & Housing Committee in order to provide expertise and advice on the historic environment in relation to the matters considered by the Committee.
- 2.9 The proposed appointments to the **Governance and Audit Committee** comply with statutory requirements relating to membership as set out in paragraph 7 of this report. It is proposed that the two current Independent Members Joanna Wardman and Debbie Simpson are re-appointed to the Governance and Audit Committee.
- 2.10 The proposed appointments to the **Overview and Scrutiny** committees comply with statutory requirements relating to membership as set out in paragraph 7 of this report.
- 2.11 A Substitute Combined Authority Member may substitute for that member at any meeting of the Combined Authority where the member is absent, including any relevant committee meeting, although the Procedure Standing Orders provide that a Substitute Member may not exercise any special powers or duties exercisable by the member for whom they are substituting, including chairing; a meeting where the Chair is absent would therefore be chaired by any Deputy Chair.
- 2.12 Where any nominations are outstanding at this meeting, appointments will be reported back to the Combined Authority at its July meeting.

Voting Rights

- 2.13 It is proposed that any Independent Member on the **Governance and Audit Committee** will be a voting member of that Committee, in addition to the Combined Authority Members on the committee.
- 2.14 By law, each member of an **overview and scrutiny committee** from a Constituent Council must have one vote, which may be exercised in their absence by their substitute. Any member of an overview and scrutiny committee appointed by the Non-Constituent Council by law is non-voting, unless granted voting rights by resolution of the Combined Authority; it is proposed that they are non-voting.
- 2.15 In relation to the **thematic decision-making committees**, it is proposed that in addition to each Combined Authority Member exercising 1 vote:
- each Co-optee from a Constituent Council exercises 1 vote,
 - the LEP Board member Co-optee who is Deputy Chair¹ exercises 1 vote, and
 - any Co-optee from the Non-Constituent Council is non-voting.

By law, other private sector representatives on these committees must be non-voting, as are representatives of other bodies appointed ex-officio.

- 2.16 Proposed voting rights are set out in **Appendix 14**.
- 2.17 Voting rights for the Non-Constituent Council Combined Authority Member and to the LEP Member (and their Substitutes) are dealt with in Item 1 of this agenda.

Chair and Deputy Chair Arrangements

- 2.18 Proposed chairing arrangements including arrangements for a Deputy Chair are set out in **Appendix 13**. Where deputy chairs are not appointed by the Combined Authority at the annual meeting, they may be appointed by the respective committee at its first ordinary meeting.

Quorum

- 2.19 The quorum for each of the Committees remains unchanged and is set out in the Procedure Standing Orders in Part 4 of Constitution.

Appointment of Independent Persons

- 2.20 The Combined Authority is required to have Independent Persons available to act in relation to complaints concerning allegations of a breach of the Combined Authority's Members' Code of Conduct. Ian Brown and Carolyn Lord currently carry out this role. Both have confirmed their continuing

¹ For clarification, the position of Deputy Chair on Transport Committee will be held by a Constituent Council co-optee and not a LEP Board member. However, one of the two LEP Board members on Transport Committee will have voting rights.

eligibility to be Independent Persons for 2023/24. It is proposed that both are now appointed for a further municipal year on the current terms, with the appointments to be reviewed for the next municipal year.

3. Tackling the Climate Emergency Implications

- 3.1 The Climate, Energy and Environment Committee will have responsibility for developing, delivery and oversight of the Combined Authority's climate, energy and environment policy.

4. Inclusive Growth Implications

- 4.1 The designation of an inclusivity lead to each thematic decision-making committee will assist in embedding Inclusive Growth as a 'golden thread' through the Combined Authority's decision-making arrangements. Each committee is responsible for inclusive growth indicators relevant to its remit.

5. Equality and Diversity Implications

- 5.1 Each committee designates an Inclusivity Lead; this will ensure that equality, diversity and inclusion is fully embedded in the objectives of the committees.

6. Financial Implications

- 6.1 Proposed changes to the Members' Allowance Scheme are set out in a separate item on this agenda.

7. Legal Implications

- 7.1 The Combined Authority must appoint a statutory audit committee, which must by law include at least one Independent Member. The membership of an audit committee taken as a whole must by law reflect so far as reasonably practicable the balance of political parties for the time being prevailing among members of the Constituent Councils (West Yorkshire councils) when taken together.
- 7.2 The political balance requirement set out in 7.1 also applies to the Overview and Scrutiny committees.
- 7.3 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).
- 7.4 The appointment of Co-optees from the Constituent Councils onto Transport Committee and other ordinary committees is not required to be politically balanced.
- 7.5 If no appointment is made by the Combined Authority, a committee shall appoint its own Chair and/or Deputy Chair.

7.6 Section 28 Localism Act 2011 requires the Combined Authority to appoint at least one Independent Person to act in relation to complaints concerning allegations of a breach of the Combined Authority's Members' Code of Conduct.

8. Staffing Implications

8.1 None.

9. External Consultees

9.1 No external consultations have been undertaken.

10. Recommendations

10.1 In relation to appointment of committees, that the Combined Authority:

10.1.1 **appoints** each of the following **statutory committees** with the terms of reference set out in the relevant Appendix:

- Governance and Audit Committee (**Appendix 1**)
- Economy Scrutiny Committee (**Appendix 2**)
- Transport/Infrastructure Scrutiny Committee (**Appendix 3**)
- Corporate Scrutiny Committee, Terms of Reference (**Appendix 4**)

10.1.2 **appoints** each of the following **decision-making committees**, with the terms of reference set out in the relevant Appendix:

- Business, Economy and Innovation Committee (**Appendix 5**)
- Climate, Energy and Environment Committee (**Appendix 6**)
- Culture, Heritage, and Sport Committee (**Appendix 7**)
- Employment and Skills Committee (**Appendix 8**)
- Finance, Resources and Corporate Committee (**Appendix 9**)
- Place, Regeneration and Housing Committee (**Appendix 10**)
- Transport Committee (**Appendix 11**)

10.1.3 **appoints** the Joint Independent Audit Committee and notes that the arrangements for the committee are matters for the Mayor and the Chief Constable for West Yorkshire.

10.2 In relation to the appointment of committee members, that the Combined Authority:

10.2.1 resolves to appoint Combined Authority Members to the **Governance and Audit Committee**, as set out in **Appendix 1**, Joanna Wardman and Debbie Simpson as Independent Members of the Governance and Audit Committee for this municipal year.

10.2.2 resolves to **appoint Combined Authority Members** as set out in **Appendix 13**, to each of the **decision-making committees**.

- 10.2.3 resolves to appoint members as set out in **Appendix 13** to the **overview and scrutiny committees**.
- 10.2.4 resolves to **co-opt members** to committees of the Combined Authority as set out in **Appendix 13**.
- 10.3 In relation to **voting rights** for committee members, (in addition to any Combined Authority Member exercising one vote) that the Combined Authority:
- 10.3.1 resolves that any Independent Member of the **Governance and Audit Committee** shall be a voting member of that committee.
- 10.3.2 notes that any member of a Constituent Council appointed to an **overview and scrutiny committee** has one vote and resolves that this may be exercised in their absence by their substitute.
- 10.3.3 resolves that any **Co-optee from a Constituent Council** on any **ordinary decision-making committee** shall be a voting member of that committee (and of any sub-committee to which they may be appointed by that committee).
- 10.3.4 resolves that any **Co-optee** who is **Deputy Chair** of a committee shall be a voting member of that committee (and of any sub-committee to which they may be appointed by that committee).
- 10.4 That the Combined Authority:
- appoints the **Chairs and Deputy Chairs** to committees, as set out in **Appendix 13**
- 10.5 That the Combined Authority resolves that Ian Brown and Carolyn Lord continue as **Independent Persons** in relation to complaints concerning allegations of a breach of the Combined Authority's Members' Code of Conduct on the existing terms for remuneration, until the Combined Authority's annual meeting in 2024.

11. Background Documents

None.

12. Appendices

Appendix 1: Governance and Audit Committee, Terms of Reference
Appendix 2: Economy Scrutiny Committee, Terms of Reference
Appendix 3: Transport/Infrastructure Scrutiny Committee, Terms of Reference
Appendix 4: Corporate Scrutiny Committee, Terms of Reference
Appendix 5: Business, Economy and Innovation Committee, Terms of Reference
Appendix 6: Climate, Energy and Environment Committee, Terms of Reference
Appendix 7: Culture, Heritage, and Sport Committee, Terms of Reference
Appendix 8: Employment and Skills Committee, Terms of Reference
Appendix 9: Finance, Resources and Corporate Committee, Terms of Reference

Appendix 10: Place Regeneration and Housing Committee, Terms of Reference
Appendix 11: Transport Committee, Terms of Reference
Appendix 12: Joint Independent Audit Committee, Terms of Reference
Appendix 13: Schedule of appointments

Part 3

Section 2.3 - Terms of Reference

Governance and Audit Committee¹

The Governance and Audit Committee is authorised²:

1. To review and scrutinise the Combined Authority's financial affairs³.
2. To review and assess the Combined Authority's risk management, internal control and corporate governance arrangements⁴.
3. To review and assess the economy, efficiency and effectiveness with which resources have been used in discharging the Combined Authority's functions.
4. To make reports and recommendations to the Combined Authority in relation to reviews conducted under paragraphs 1, 2 and 3 above⁵.
5. To consider the findings of a review of the effectiveness of the system of internal control and approve the annual governance statement⁶.
6. To consider and approve the statement of accounts⁷.
7. To consider external audit arrangements⁸ and reports, and consider any audit letter from the local auditor following an audit.

¹ Appointed in accordance with paragraph 4 of Schedule 5A of the Local Democracy, Economic Development and Construction Act 2009

² These terms of reference should be construed in a broad and inclusive fashion to include any action which facilitates or is conducive or incidental to the role of the Combined Authority as accountable body for the Leeds City Region Enterprise Partnership (the LEP)

³ including in relation to PCC Functions

⁴ including in relation to PCC Functions

⁵ including in relation to PCC Functions

⁶ Regulation 6 of the Accounts and Audit Regulations 2015

⁷ including in relation to PCC Functions and incorporating the accounts of the Chief Constable in accordance with Article 41 of The West Yorkshire Combined Authority (Election of Mayor and Functions) Order 2021

⁸ This does not include appointing a local auditor, which must be carried out by the Combined Authority.

8. To receive and consider an annual report form the Joint Independent Audit and Ethics Committee⁹.
9. To promote and maintain high standards of conduct by members and co-opted members of the Combined Authority.¹⁰
10. To advise the Combined Authority in relation to:
 - adopting, revising or replacing its Members' Code of Conduct¹¹;
 - appointing at least one independent person¹²; and
 - arrangements for investigating and making decisions about allegations of failing to comply with the Members' Code of Conduct.
11. To consider and determine any allegation of failing to comply with the Members' Code of Conduct including complaints referred by the Police and Crime Panel ¹³.

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⁹ Established in accordance with the Financial Management Code of Practice (Home Office Guidance)

¹⁰ This function does not extend to adopting, revising or replacing the Members' Code of Conduct

¹¹ The Code applies to members and voting co-opted members of the Combined Authority and includes provision about registering and disclosing interests

¹² In accordance with Section 28(7) of the Localism Act 2011

¹³ In accordance with arrangements made by the Combined Authority and regulation 29 of The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 as amended by 2021 Order

Part 3

Section 2.3 - Terms of Reference

Economy Scrutiny Committee

The Economy Scrutiny Committee is authorised in relation to any function related to:

- business, economy and innovation,
- climate, energy and the environment,
- culture, heritage and sport, and
- employment and skills:
 1. To review or scrutinise any decision made, or other action taken, in connection with any Non-Mayoral Function¹ or Mayoral General Function of the Combined Authority.²
 2. To make reports or recommendations to the Combined Authority, with respect to any Non-Mayoral Function of the Combined Authority.
 3. To make reports or recommendations to the Mayor, with respect to any Mayoral General Function of the Combined Authority.
 4. To make reports or recommendations to the Combined Authority or the Mayor on any matter that affects the Combined Authority's Area or the inhabitants of the Combined Authority's Area³. To receive and monitor responses to any report or recommendation made by the Economy Scrutiny Committee.

¹ Including in relation to the Combined Authority's role as the accountable body for the Leeds City Region Enterprise Partnership (the LEP)

² In relation to a decision made but not implemented, this includes:

- the power to direct that a decision is not to be implemented while it is under review or scrutiny by the Economy Scrutiny Committee, and
- the power to recommend that the decision be reconsidered in accordance with the Scrutiny Standing Orders

³ This includes any matter considered by the LEP

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Section 2.3 - Terms of Reference

Transport/Infrastructure Scrutiny Committee

The Transport Scrutiny Committee is authorised in respect of any **transport function**¹, **function related to transport**², or **any function related to place, regeneration and housing**:

1. To review or scrutinise any decision made, or other action taken, in connection with any Non-Mayoral Function or Mayoral General Function of the Combined Authority.³
2. To make reports or recommendations to the Combined Authority, with respect to any Non-Mayoral Function of the Combined Authority.
3. To make reports or recommendations to the Mayor, with respect to any Mayoral General Function of the Combined Authority.
4. To make reports or recommendations to the Combined Authority or the Mayor on any matter that affects the Combined Authority's Area or the inhabitants of the Combined Authority's Area.
5. To receive and monitor responses to any report or recommendation made by the Transport Scrutiny Committee.

¹ functions in this context include any function of the Combined Authority in its role as local transport authority, travel concession authority or transport authority and are to be construed in a broad and inclusive fashion, and as including the exercise of the ancillary powers under Section 113A Local Democracy, Economic Development and Construction Act 2009.

² Including those conferred on the Combined Authority by the West Yorkshire Combined Authority (election of Mayor and Functions) Order 2021, and the decarbonisation of transport.

³ In relation to a decision made but not implemented, this includes:

- the power to direct that a decision is not to be implemented while it is under review or scrutiny by Transport Scrutiny Committee, and
- the power to recommend that the decision be reconsidered in accordance with the Scrutiny Standing Orders

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Part 3

Section 2.3 - Terms of Reference

Corporate Scrutiny Committee

The Corporate Scrutiny Committee is authorised in relation to:

- any function¹ relating to **finance, resources** or a **corporate** issue,
- any **function that does not fall within the terms of reference of any other overview and scrutiny committee**, and
- any **function within the terms of reference of more than one overview and scrutiny committee**:
 1. To review or scrutinise any decision made, or other action taken, in connection with any Non-Mayoral Function² or Mayoral General Function of the Combined Authority.³
 2. To make reports or recommendations to the Combined Authority, with respect to any Non-Mayoral Function of the Combined Authority.
 3. To make reports or recommendations to the Mayor, with respect to any Mayoral General Function of the Combined Authority.
 4. To make reports or recommendations to the Combined Authority or the Mayor on any matter that affects the Combined Authority's Area or the inhabitants of the Combined Authority's Area⁴. To receive and monitor responses to any report or recommendation made by the Corporate Scrutiny Committee.

¹ Any reference to functions in this terms of reference are to be construed in a broad and inclusive fashion, and as including the exercise of the ancillary powers under Section 113A Local Democracy, Economic Development and Construction Act 2009.

² Including in relation to the Combined Authority's role as the accountable body for the Leeds City Region Enterprise Partnership (the LEP)

³ In relation to a decision made but not implemented, this includes:

- the power to direct that a decision is not to be implemented while it is under review or scrutiny by the Corporate Scrutiny Committee, and
- the power to recommend that the decision be reconsidered in accordance with the Scrutiny Standing Orders

⁴ This includes any matter considered by the LEP.

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Section 2.3 - Terms of Reference

Business, Economy and Innovation Committee

The Business, Economy and Innovation Committee is authorised:

1. To carry out any Non-Mayoral Function¹ of the Combined Authority relating to **business, the economy and innovation**² including:
 - a) progressing the elements of the vision and policy framework of the Combined Authority that fall within the remit of this committee, by:
 - approving, amending or revoking any policy, investment priorities, strategy or plan,³
 - delivering, monitoring and reviewing the outcomes and impact of any policy, investment priorities, strategy or plan.
 - b) progressing those elements of the Mayor's pledges that fall within the remit of this committee, ensuring alignment with the vision and policy framework of the Combined Authority where appropriate,
 - c) submitting bids for devolved and other funding,
 - d) working with key partners to develop and promote a shared understanding, approach and coherent strategies and policies, and
 - e) delivering and overseeing any project or programme in accordance with the Leeds City Region Assurance Framework⁴, including the following where authorised by a bespoke approval pathway and approval route for a scheme (after decision-point 2 only):

¹ Functions in this context are to be construed in a broad and inclusive fashion, and as including the exercise of the ancillary powers under Section 113A of the Local Democracy, Economic Development and Construction Act 2009.

² This includes business growth and productivity, business support, innovation, digital, trade and inward investment.

³ With the exception of any major policy, investment priorities, strategy or plan reserved to the Combined Authority - see further Section 2.2 of Part 3 of the Constitution - and subject to any direction by the Mayor that any decision on a policy, investment priorities, strategy or plan be referred to the Combined Authority for determination.

⁴ Or otherwise, where the project or programme does not fall to be considered under the Assurance Framework

- making a decision to progress the scheme^{5, 6} or
- making any recommendation to the Combined Authority⁷ or the Mayor⁸ about progressing the scheme, and
- reviewing the scheme's impact.

with the **exception** of

- any function which requires a Statutory Consent⁹ where that consent has yet to be given¹⁰,
 - any matter related to a Non-Mayoral Function conferred by the 2021 Order, which the Mayor has directed should be referred to the Combined Authority for determination¹¹, or
 - any function which is reserved to the Combined Authority¹².
2. To advise the Combined Authority in respect of any Non-Mayoral Function which relates to, or impacts on, business, the economy or innovation.
 3. To advise the Mayor in respect of any Mayoral General Function¹³ which relates to, or impacts on, business, the economy or innovation.
 4. To liaise with the Employment and Skills Committee to secure good jobs, skills and training and ensure good employment.
 5. To promote, in collaboration with other committees,
 - equality and diversity,

⁵ including determining change requests

⁶ with the exception of any decision which would result in a revised financial approval which exceeds the cumulative total of the financial approval and tolerance threshold agreed by the Combined Authority at decision point 2 (or decision point 3) by more than 25%, in which case the decision must be referred to the Combined Authority.

⁷ or to any other committee or relevant officer with delegated authority to make the decision.

⁸ The Mayor will determine any aspect of a scheme which is a Mayoral Function

⁹ These are specified functions conferred by the West Yorkshire Combined Authority (Election of Mayor and Functions) Order 2021 - see further the Access to Information Rules in Part 4 of the Constitution

¹⁰ In relation to any function in respect of which a Statutory Consent has been given, the Committee must exercise their authority in accordance with the terms of any Statutory Consent.

¹¹ The 2021 Order provides that these matters require the support of the Mayor.

¹² The functions reserved to the Combined Authority are set out in Section 2.2 of Part 3 of the Constitution, and include the approval of any major policy, investment priorities, strategy or plan.

¹³ Mayoral General Functions are the functions of the Combined Authority which are exercisable only by the Mayor, other than PCC Functions. These are conferred by the 2021 Order (see further Table D in Section 3.1.1 of Part 3 of the Constitution), or other legislation.

- inclusive growth,
 - tackling the climate emergency, and
 - the strategic alignment of the Combined Authority’s policies, investment priorities, strategies and plans.
6. To respond to any report or recommendation from an overview and scrutiny committee¹⁴.

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¹⁴ That is, any overview and scrutiny committee of the Combined Authority (in accordance with Scrutiny Standing Orders in Part 4 of the Constitution) or of any Constituent Council

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Part 3

Section 2.3 - Terms of Reference

Climate, Energy and Environment Committee

The Climate, Energy and Environment Committee is authorised:

1. To carry out any Non-Mayoral Function¹ of the Combined Authority relating to the **climate, energy and the environment**² including:³
 - a) progressing the elements of the vision and policy framework of the Combined Authority that fall within the remit of this committee, by:
 - approving, amending or revoking any policy, investment priorities, strategy or plan⁴, and
 - delivering, monitoring and reviewing the outcomes and impact of any policy, investment priorities, strategy or plan,
 - b) progressing those elements of the Mayor's pledges that fall within the remit of this committee, ensuring alignment with the vision and policy framework of the Combined Authority where appropriate,
 - c) submitting bids for devolved and other funding,
 - d) working with key partners to develop and promote a shared understanding, approach and coherent strategies and policies, and

¹ Functions in this context are to be construed in a broad and inclusive fashion, and as including the exercise of the ancillary powers under Section 113A of the Local Democracy, Economic Development and Construction Act 2009.

² Including functions relating to green and blue infrastructure, local nature recovery, climate resilience, tackling fuel poverty, White Rose Forest, emission reduction, energy efficiency, energy supply, flood risk management and flood resilience.

³ Including any regional flood resilience plan.

⁴ With the exception of any major policy, investment priorities, strategy or plan reserved to the Combined Authority - see further Section 2.2 of Part 3 of the Constitution - and subject to any direction by the Mayor that any decision on a policy, investment priorities, strategy or plan be referred to the Combined Authority for determination.

- e) delivering and overseeing any project or programme⁵ in accordance with the Leeds City Region Assurance Framework⁶, including the following where authorised by a bespoke approval pathway and approval route for a scheme (after decision-point 2 only):
- making a decision to progress the scheme^{7, 8} or
 - making any recommendation to the Combined Authority⁹ or the Mayor¹⁰ about progressing the scheme, and
 - reviewing the scheme's impact.

with the **exception** of

- any function which requires a Statutory Consent¹¹ where that consent has yet to be given¹²,
 - any matter related to a Non-Mayoral Function conferred by the 2021 Order, which the Mayor has directed should be referred to the Combined Authority for determination¹³, or
 - any function which is reserved to the Combined Authority¹⁴.
2. To advise the Combined Authority in respect of any Non-Mayoral Function which relates to, or impacts on, the climate, energy and the environment.

⁵ Including any flood risk management programme

⁶ Or otherwise, where the project or programme does not fall to be considered under the Assurance Framework

⁷ including determining change requests

⁸ with the exception of any decision which would result in a revised financial approval which exceeds the cumulative total of the financial approval and tolerance threshold agreed by the Combined Authority at decision point 2 (or decision point 3) by more than 25%, in which case the decision must be referred to the Combined Authority

⁹ or to any other committee or relevant officer with delegated authority to make the decision.

¹⁰ The Mayor will determine any aspect of a scheme which is a Mayoral Function.

¹¹ These are specified functions conferred by the West Yorkshire Combined Authority (Election of Mayor and Functions) Order 2021 - see further the Access to Information Rules in Part 4 of the Constitution

¹² In relation to any function in respect of which a Statutory Consent has been given, the Committee must exercise their authority in accordance with the terms of any Statutory Consent.

¹³ The 2021 Order provides that these matters require the support of the Mayor.

¹⁴ The functions reserved to the Combined Authority are set out in Section 2.2 of Part 3 of the Constitution.

3. To advise the Mayor in respect of any Mayoral General Function¹⁵ which relates to, or impacts on, the climate, energy and the environment.
4. To liaise with the Place, Regeneration and Housing Committee and the Transport Committee to secure the decarbonisation of infrastructure including planning for sustainable development and delivery of retrofit, solar photovoltaic and flood risk management schemes.
5. To promote, in collaboration with other committees,
 - equality and diversity,
 - inclusive growth,
 - tackling the climate emergency, and
 - the strategic alignment of the Combined Authority’s policies, investment priorities, strategies and plans.
6. To respond to any report or recommendation from an overview and scrutiny committee¹⁶.

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¹⁵ Mayoral General Functions are the functions of the Combined Authority which are exercisable only by the Mayor, other than PCC Functions. These are conferred by the 2021 Order (see further Table D in Section 3.1.1 of Part 3 of the Constitution), or other legislation.

¹⁶ That is, any overview and scrutiny committee of the Combined Authority (in accordance with Scrutiny Standing Orders in Part 4 of the Constitution) or of any Constituent Council

Part 3

Section 2.3 - Terms of Reference

Culture, Heritage, and Sport Committee

The Culture, Heritage and Sport Committee is authorised:

1. To carry out any Non-Mayoral Function¹ of the Combined Authority relating to **culture, arts, and the creative industries** including:
 - a) progressing the elements of the vision and policy framework of the Combined Authority that fall within the remit of this committee, by:
 - approving, amending or revoking any policy, investment priorities, strategy or plan², and
 - delivering, monitoring and reviewing the outcomes and impact of any policy, investment priorities, strategy or plan,
 - b) progressing those elements of the Mayor's pledges that fall within the remit of this committee, aligning with the vision and policy framework of the Combined Authority where appropriate,
 - c) submitting bids for devolved and other funding,
 - d) working with key partners to develop and promote a shared understanding, approach and coherent strategies and policies, and
 - e) delivering and overseeing any project or programme in accordance with the Leeds City Region Assurance Framework³, including the following where authorised by a bespoke approval pathway and approval route for a scheme (after decision-point 2 only):

¹ Functions in this context are to be construed in a broad and inclusive fashion, and as including the exercise of the ancillary powers under Section 113A of the Local Democracy, Economic Development and Construction Act 2009.

² With the exception of any major policy, investment priorities, strategy or plan reserved to the Combined Authority - see further Section 2.2 of Part 3 of the Constitution - and subject to any direction by the Mayor that any decision on a policy, investment priorities, strategy or plan be referred to the Combined Authority for determination.

³ Or otherwise, where the project or programme does not fall to be considered under the Assurance Framework

- making a decision to progress the scheme^{4, 5} or
- making any recommendation to the Combined Authority⁶ or the Mayor⁷ about progressing the scheme, and
- reviewing the scheme's impact,

with the **exception** of

- any function which requires a Statutory Consent⁸ where that consent has yet to be given⁹,
 - any matter related to a Non-Mayoral Function conferred by the 2021 Order, which the Mayor has directed should be referred to the Combined Authority for determination¹⁰, or
 - any function which is reserved to the Combined Authority¹¹.
2. To advise the Combined Authority in respect of any Non-Mayoral Function which relates to, or impacts on culture, heritage and sport.
 3. To advise the Mayor in respect of any Mayoral General Function¹² which relates to, or impacts on culture, heritage and sport.
 4. To liaise with the Place, Regeneration and Housing Committee in relation to infrastructure planning for culture, heritage and sport to promote the visitor economy and support heritage schemes.

⁴ including determining change requests

⁵ with the exception of any decision which would result in a revised financial approval which exceeds the cumulative total of the financial approval and tolerance threshold agreed by the Combined Authority at decision point 2 (or decision point 3) by more than 25%, in which case the decision must be referred to the Combined Authority

⁶ or to any other committee or relevant officer with delegated authority to make the decision.

⁷ The Mayor will determine any aspect of a scheme which is a Mayoral Function

⁸ These are specified functions conferred by the West Yorkshire Combined Authority (Election of Mayor and Functions) Order 2021 - see further the Access to Information Rules in Part 4 of the Constitution

⁹ In relation to any function in respect of which a Statutory Consent has been given, the Committee must exercise their authority in accordance with the terms of any Statutory Consent.

¹⁰ The 2021 Order provides that these matters require the support of the Mayor.

¹¹ The functions reserved to the Combined Authority are set out in Section 2.2 of Part 3 of the Constitution, and include the approval of any major policy, investment priorities, strategy or plan.

¹² Mayoral General Functions are the functions of the Combined Authority which are exercisable only by the Mayor, other than PCC Functions. These are conferred by the 2021 Order (see further Table D in Section 3.1.1 of Part 3 of the Constitution), or other legislation.

5. To promote, in collaboration with other committees,
 - equality and diversity,
 - inclusive growth,
 - tackling the climate emergency, and
 - the strategic alignment of the Combined Authority’s policies, investment priorities, strategies and plans.

6. To respond to any report or recommendation from an overview and scrutiny committee¹³.

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¹³ That is, any overview and scrutiny committee of the Combined Authority (in accordance with Scrutiny Standing Orders in Part 4 of the Constitution) or of any Constituent Council.

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Part 3

Section 2.3 - Terms of Reference

Employment and Skills Committee

The Employment and Skills Committee is authorised:

1. To carry out any Non-Mayoral Function¹ of the Combined Authority relating to **employment, skills² and adult education**, including:
 - a) progressing the elements of the vision and policy framework of the Combined Authority that fall within the remit of this committee, by:
 - approving, amending or revoking any policy, investment priorities, strategy or plan,³ or
 - delivering, monitoring and reviewing the outcomes and impact of any policy, investment priorities, strategy or plan.
 - b) progressing those elements of the Mayor's pledges that fall within the remit of this committee, ensuring alignment with the vision and policy framework of the Combined Authority where appropriate,
 - c) submitting bids for devolved and other funding,
 - e) working with key partners to:
 - develop and promote a shared understanding of and approach to the demand for employment and skills,
 - influence the provision of employment, education and training provision, and
 - develop and promote coherent strategies and policies.
 - f) delivering and overseeing any project or programme in accordance with

¹ Functions in this context are to be construed in a broad and inclusive fashion, and as including the exercise of the ancillary powers under Section 113A of the Local Democracy, Economic Development and Construction Act 2009.

² The Employment and Skills Committee is the Skills Advisory Panel for the Leeds City Region Enterprise Partnership

³ With the exception of any major policy, investment priorities, strategy or plan reserved to the Combined Authority - see further Section 2.2 of Part 3 of the Constitution - and subject to any direction by the Mayor that any decision on a policy, investment priorities, strategy or plan be referred to the Combined Authority for determination.

- the governance and assurance arrangements for administering the adult education and skills functions of the Adult Education Budget⁴, or
- the Leeds City Region Assurance Framework, including the following where authorised by a bespoke approval pathway and approval route for a scheme (after decision-point 2 only):
 - making a decision to progress the scheme^{5,6} or
 - making any recommendation to the Combined Authority⁷ or the Mayor⁸ about progressing the scheme, and
 - reviewing the scheme's impact.

with the **exception** of

- any function which requires a Statutory Consent⁹ where that consent has yet to be given¹⁰,
- any matter related to a Non-Mayoral Function conferred by the 2021 Order, which the Mayor has directed should be referred to the Combined Authority for determination¹¹, and
- any function which is reserved to the Combined Authority¹².

2. To advise the Combined Authority in respect of any Non-Mayoral Function which relates to, or impacts on employment, skills or adult education.

⁴ The Combined Authority has separately approved governance and assurance arrangements for adult education functions which reserve specified functions to the Combined Authority and delegate specified functions to the Chief Executive – see further the Leeds City Region Assurance Framework.

⁵ including determining change requests

⁶ with the exception of any decision which would result in a revised financial approval which exceeds the cumulative total of the financial approval and tolerance threshold agreed by the Combined Authority at decision point 2 (or decision point 3) by more than 25%, in which case the decision must be referred to the Combined Authority

⁷ or to any other committee or relevant officer with delegated authority to make the decision

⁸ The Mayor will determine any aspect of a scheme which is a Mayoral Function

⁹ These are specified functions conferred by the West Yorkshire Combined Authority (Election of Mayor and Functions) Order 2021 - see further the Access to Information Rules in Part 4 of the Constitution

¹⁰ In relation to any function in respect of which a Statutory Consent has been given, the Committee must exercise their authority in accordance with the terms of any Statutory Consent

¹¹ The 2021 Order provides that these matters require the support of the Mayor.

¹² The functions reserved to the Combined Authority are set out in Section 2.2 of Part 3 of the Constitution, and include the approval of any major policy, investment priorities, strategy or plan, including the Adult Education Budget Strategy.

3. To advise the Mayor in respect of any Mayoral General Function¹³ which relates to, or impacts on employment, skills or adult education.
4. To liaise with the Business, Economy and Innovation Committee to secure jobs, skills and training and ensure good employment.
5. To promote, in collaboration with other committees,
 - equality and diversity,
 - inclusive growth,
 - tackling the climate emergency, and
 - the strategic alignment of the Combined Authority's policies, investment priorities, strategies and plans.
6. To respond to any report or recommendation from an overview and scrutiny committee¹⁴.

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¹³ Mayoral General Functions are the functions of the Combined Authority which are exercisable only by the Mayor, other than PCC Functions. These are conferred by the 2021 Order (see further Table D in Section 3.1.1 of Part 3 of the Constitution), or other legislation.

¹⁴ That is, any overview and scrutiny committee of the Combined Authority (in accordance with Scrutiny Standing Orders in Part 4 of the Constitution) or of any Constituent Council

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Part 3

Section 2.3 - Terms of Reference

Finance, Resources and Corporate Committee

The Finance, Resources and Corporate Committee is authorised:

1. To carry out any Non-Mayoral Function¹ of the Combined Authority which relates to **finance, resources² or a corporate issue³**, including:
 - a) progressing any element of the Mayor's pledges,
 - b) approving, amending or revoking any policy, investment priorities, strategy or plan⁴,
 - c) delivering, monitoring and reviewing the outcomes and impact of any policy, investment priorities, strategy or plan,
 - d) submitting bids for devolved and other funding,
 - e) oversight of the Leeds City Region Assurance Framework, and
 - f) delivering and overseeing any project or programme in accordance with the Leeds City Region Assurance Framework⁵, including the following where authorised by a bespoke approval pathway and approval route for a scheme⁶ (after decision-point 2 only):

¹ Functions in this context are to be construed in a broad and inclusive fashion, and as including the exercise of the ancillary powers under Section 113A of the Local Democracy, Economic Development and Construction Act 2009

² Including asset management, human resources, information and communications technology

³ Including equality, diversity and inclusion, knowledge and information management, procurement and purchasing, strategic risk management and business continuity, and health and safety, and any other issue which does not fall within the terms of reference of another committee.

⁴ With the exception of any major policy, investment priorities, strategy or plan reserved to the Combined Authority - see further Section 2.2 of Part 3 of the Constitution - and subject to any direction by the Mayor that any decision on a policy, investment priorities, strategy or plan be referred to the Combined Authority for determination

⁵ Or otherwise, where the project or programme does not fall to be considered under the Assurance Framework

⁶ The Finance, Resources and Corporate Committee is authorised to make any decision within a bespoke approval pathway and approval route which was previously delegated to the West Yorkshire and York Investment Committee. It is also authorised to amend any bespoke approval pathway and approval route which was approved by the Combined Authority before the municipal year 21-22, to provide for decisions to be taken by any thematic committee.

- making a decision to progress the scheme,^{7 8} or
- making any recommendation to the Combined Authority⁹ or the Mayor¹⁰ about progressing the scheme, and
- reviewing the scheme's impact,

with the **exception** of

- any function which requires a Statutory Consent¹¹ where that consent has yet to be given¹²,
 - any matter related to a Non-Mayoral Function conferred by the 2021 Order, which the Mayor has directed should be referred to the Combined Authority for determination¹³, or
 - any function which is reserved to the Combined Authority¹⁴.
2. To advise the Combined Authority in respect of any Non-Mayoral Function which relates to **finance, resources or a corporate issue**, including:
- a) any budget proposed for the Combined Authority to approve,¹⁵
 - b) the setting of any levy,
 - c) any function of the Combined Authority relating to its role as accountable body for funding received for the Leeds City Region,
 - d) any recommendation in respect of any decision to be taken by the Combined Authority at decision-point 2 of the Leeds City Region Assurance Framework,

⁷ including determining change requests

⁸ with the exception of any decision which would result in a revised financial approval which exceeds the cumulative total of the financial approval and tolerance threshold agreed by the Combined Authority at decision point 2 (or decision point 3) by more than 25%, in which case the decision must be referred to the Combined Authority

⁹ or to any other committee or relevant officer with delegated authority to make the decision

¹⁰ The Mayor will determine any aspect of a scheme which is a Mayoral Function

¹¹ These are specified functions conferred by the West Yorkshire Combined Authority (Election of Mayor and Functions) Order 2021 - see further the Access to Information Rules in Part 4 of the Constitution

¹² In relation to any function in respect of which a Statutory Consent has been given, the Committee must exercise their authority in accordance with the terms of any Statutory Consent

¹³ The 2021 Order provides that these matters require the support of the Mayor

¹⁴ The functions reserved to the Combined Authority are set out in Section 2.2 of Part 3 of the Constitution, and include the approval of any major policy, investment priorities, strategy or plan

¹⁵ Including the Mayor's budget

- e) any proposal to amend the Leeds City Region Assurance Framework,
 - f) any proposal to amend a major policy or investment priorities, strategy or plan which is to be determined by the Combined Authority, and
 - g) any proposal to amend the Constitution.
3. To advise the Mayor in respect of any Mayoral General Function¹⁶ which relates to **finance, resources or a corporate issue**.
 4. To promote, in collaboration with other committees,
 - equality and diversity,
 - inclusive growth,
 - tackling the climate emergency, and
 - the strategic alignment of the Combined Authority's policies, investment priorities, strategies and plans.
 5. To respond to any report or recommendation from an overview and scrutiny committee¹⁷.

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¹⁶ The functions reserved to the Combined Authority are set out in Section 2.2 of Part 3 of the Constitution, and include the approval of any major policy, investment priorities, strategy or plan.

¹⁷ That is, any overview and scrutiny committee of the Combined Authority (in accordance with Scrutiny Standing Orders in Part 4 of the Constitution) or of any Constituent Council

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Part 3

Section 2.3 - Terms of Reference

Place, Regeneration and Housing Committee

The Place Regeneration and Housing Committee is authorised:

1. To carry out any Non-Mayoral Function¹ of the Combined Authority relating to **place¹, regeneration² and housing³** including:
 - a) progressing the elements of the vision and policy framework of the Combined Authority that fall within the remit of this committee, by:
 - approving, amending or revoking any policy, investment priorities, strategy or plan,⁴
 - delivering, monitoring and reviewing the outcomes and impact of any policy, investment priorities, strategy or plan.
 - b) progressing those elements of the Mayor's pledges that fall within the remit of this committee, ensuring alignment with the vision and policy framework of the Combined Authority where appropriate,
 - c) submitting bids for devolved and other funding,
 - d) working with key partners to develop and promote a shared understanding, approach and coherent strategies and policies, and

¹ That is, the promotion of the quality of place, including spatial infrastructure planning for transport; strategic land use and asset management (carrying out the Combined Authority's role as lead authority for the One Public Estate Programme, and making best use of surplus public sector land and assets); the planning of sustainable development including the duty to co-operate with other authorities and bodies under Section 33A of the Planning and Compulsory Purchase Act 2004.

² Including in relation to any Leeds City Region Enterprise Zone and any Employment Site, use of heritage assets and broadband infrastructure.

³ Including housing growth, quality and regeneration, and acting as a Housing and Land Board.

⁴ With the exception of any major policy, investment priorities, strategy or plan reserved to the Combined Authority - see further Section 2.2 of Part 3 of the Constitution - and subject to any direction by the Mayor that any decision on a policy, investment priorities, strategy or plan be referred to the Combined Authority for determination.

- e) delivering and overseeing any project or programme in accordance with the Leeds City Region Assurance Framework⁵, including the following where authorised by a bespoke approval pathway and approval route for a scheme (after decision-point 2 only):
- making a decision to progress the scheme⁶ ⁷or
 - making any recommendation to the Combined Authority⁸ or the Mayor⁹ about progressing the scheme, and
 - reviewing the scheme's impact,

with the **exception** of

- any function which requires a Statutory Consent¹⁰ where that consent has yet to be given¹¹,
 - any matter related to a Non-Mayoral Function conferred by the 2021 Order, which the Mayor has directed should be referred to the Combined Authority for determination¹², or
 - any function which is reserved to the Combined Authority¹³.
2. To advise the Combined Authority in respect of any Non-Mayoral Function which relates to, or impacts on place, regeneration or housing.

⁵ Or otherwise, where the project or programme does not fall to be considered under the Assurance Framework

⁶ including determining change requests

⁷ with the exception of any decision which would result in a revised financial approval which exceeds the cumulative total of the financial approval and tolerance threshold agreed by the Combined Authority at decision point 2 (or decision point 3) by more than 25%, in which case the decision must be referred to the Combined Authority

⁸ or to any other committee or relevant officer with delegated authority to make the decision

⁹ The Mayor will determine any aspect of a scheme which is a Mayoral Function

¹⁰ These are specified functions conferred by the West Yorkshire Combined Authority (Election of Mayor and Functions) Order 2021 - see further the Access to Information Rules in Part 4 of the Constitution

¹¹ In relation to any function in respect of which a Statutory Consent has been given, the Committee must exercise their authority in accordance with the terms of any Statutory Consent

¹² The 2021 Order provides that these matters require the support of the Mayor

¹³ The functions reserved to the Combined Authority are set out in Section 2.2 of Part 3 of the Constitution, and include the approval of any major policy, investment priorities, strategy or plan

3. To advise the Mayor in respect of any Mayoral General Function¹⁴ which relates to, or impacts on place, regeneration or housing.
4. To liaise with the Climate, Energy and Environment Committee to secure the decarbonisation of infrastructure including planning for sustainable development and flood risk management.
5. To liaise with the Culture, Heritage, and Sport Committee, in relation to infrastructure planning for culture, sport, and the arts to promote the visitor economy and support heritage schemes.
6. To liaise with the Business, Economy and Innovation Committee and the LEP Board, in relation to infrastructure planning and delivery for Enterprise Zones and Investment Zones, to promote employment sites and support site remediation and development within Spatial Priority Areas.
7. To promote, in collaboration with other committees,
 - equality and diversity,
 - inclusive growth,
 - tackling the climate emergency, and
 - the strategic alignment of the Combined Authority's policies, investment priorities, strategies and plans.
8. To respond to any report or recommendation from an overview and scrutiny committee¹⁵.

¹⁴ Mayoral General Functions are the functions of the Combined Authority which are exercisable only by the Mayor, other than PCC Functions. These are conferred by the 2021 Order (see further Table D in Section 3.1.1 of Part 3 of the Constitution), or other legislation

¹⁵ That is, any overview and scrutiny committee of the Combined Authority (in accordance with Scrutiny Standing Orders in Part 4 of the Constitution) or of any Constituent Council

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Part 3

Section 2.3 - Terms of Reference

Transport Committee

The Transport Committee is authorised:

1. To carry out any Non-Mayoral transport function¹ of the Combined Authority or any other Non-Mayoral function² related to transport, including:
 - a) progressing the elements of the vision and policy framework of the Combined Authority that fall within the remit of this committee, by
 - approving, amending or revoking any policy, investment priorities, strategy or plan³
 - delivering, monitoring and reviewing the outcomes and impact of any policy, investment priorities, strategy or plan,
 - b) progressing those elements of the Mayor's pledges that fall within the remit of this committee, ensuring alignment with the vision and policy framework of the Combined Authority where appropriate,
 - c) submitting bids for devolved and other funding,
 - d) working with key partners to develop and promote a shared understanding, approach and coherent strategies and policies, and
 - e) delivering and overseeing any project or programme in accordance with the Leeds City Region Assurance Framework⁴, including the

¹ Functions in this context include any function of the Combined Authority in its role as local transport authority, travel concession authority or transport authority and are to be construed in a broad and inclusive fashion, and as including the exercise of the ancillary powers under Section 113A Local Democracy, Economic Development and Construction Act 2009

² Including those conferred on the Combined Authority by the West Yorkshire Combined Authority (election of Mayor and Functions) Order 2021

³ With the exception of any major policy, investment priorities, strategy or plan reserved to the Combined Authority - see further Section 2.2 of Part 3 of the Constitution - and subject to any direction by the Mayor that any decision on a policy, investment priorities, strategy or plan be referred to the Combined Authority for determination

⁴ Or otherwise, where the project or programme does not fall to be considered under the Assurance Framework

following where authorised by a bespoke approval pathway and approval route for a scheme (after decision-point 2 only):

- making a decision to progress the scheme⁵ ⁶or
- making any recommendation to the Combined Authority⁷ or the Mayor⁸ about progressing the scheme, and
- reviewing the scheme's impact,

with the **exception** of

- any function which requires a Statutory Consent⁹ where that consent has yet to be given¹⁰,
 - any matter related to a Non-Mayoral Function conferred by the 2021 Order, which the Mayor has directed should be referred to the Combined Authority for determination¹¹, or
 - any function which is reserved to the Combined Authority¹².
2. To advise the Combined Authority in respect of any Non-Mayoral Function which is a transport function or function related to transport.
 3. To advise the Mayor in respect of any Mayoral General Function¹³ which is a transport function or other function related to transport, including the

⁵ Including determining change requests

⁶ With the exception of any decision which would result in a revised financial approval which exceeds the cumulative total of the financial approval and tolerance threshold agreed by the Combined Authority at decision point 2 (or decision point 3) by more than 25%, in which case the decision must be referred to the Combined Authority.

⁷ Or to any other committee or relevant officer with delegated authority to make the decision

⁸ The Mayor will determine any aspect of a scheme which is a Mayoral Function

⁹ These are specified functions conferred by the West Yorkshire Combined Authority (Election of Mayor and Functions) Order 2021 - see further the Access to Information Rules in Part 4 of the Constitution

¹⁰ In relation to any function in respect of which a Statutory Consent has been given, the Committee must exercise their authority in accordance with the terms of any Statutory Consent

¹¹ The 2021 Order provides that these matters require the support of the Mayor

¹² The functions reserved to the Combined Authority are set out in Section 2.2 of Part 3 of the Constitution, and include the approval of any major policy, investment priorities, strategy or plan

¹³ Mayoral General Functions are the functions of the Combined Authority which are exercisable only by the Mayor, other than PCC Functions. These are conferred by the 2021 Order (see further Table D in Section 3.1.1 of Part 3 of the Constitution), or other legislation

preparation of the Local Transport Plan and related strategies, and bus franchising functions.

4. To liaise with the Climate, Energy and Environment Committee and the Place, Regeneration and Housing Committee to secure the decarbonisation of transport infrastructure including planning for sustainable development and flood risk management.
5. To promote, in collaboration with other committees,
 - equality and diversity,
 - inclusive growth,
 - tackling the climate emergency, and
 - the strategic alignment of the Combined Authority's policies, investment priorities, strategies and plans.
6. To respond to any report or recommendation from an overview and scrutiny committee¹⁴.

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¹⁴ That is, any overview and scrutiny committee of the Combined Authority (in accordance with Scrutiny Standing Orders in Part 4 of the Constitution) or of any Constituent Council

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JOINT INDEPENDENT AUDIT COMMITTEE

29 JUNE 2023

Joint Independent Audit Committee Terms of Reference with effect from 29 June 2023

Statement of Purpose

1. The Joint Independent Audit Committee is a key component of corporate governance for West Yorkshire Police and the Mayor's Police and Crime Commissioner (PCC)¹ functions. It provides an independent and high-level focus on the audit, assurance and reporting arrangements that underpin good governance and financial standards.
2. The purpose of the Joint Independent Audit Committee is to provide independent advice and recommendation to the Mayor and the Chief Constable on the adequacy of the governance and risk management frameworks, the internal control environment and financial reporting, thereby helping to ensure efficient and effective assurance arrangements are in place. To this end the committee is enabled and required to have oversight of, and to provide independent review of, the effectiveness of West Yorkshire Police and the Mayor's governance, risk management and control frameworks, the financial reporting and annual governance processes, internal audit and external audit.
3. These terms of reference will summarise the core functions of the committee and describe the protocols in place to enable them to operate independently, robustly and effectively.

Governance, Risk and Control

The committee will provide advice and recommendations to the Mayor or Chief Constable in relation to the following areas:

Chief Constable
<ul style="list-style-type: none">• Review the corporate governance arrangements against the good governance framework, including the ethical framework and consider the local code of governance.• Review the annual governance statement prior to approval and consider whether they properly reflect the governance, risk and control environment and supporting assurances and identify any actions required for improvement.• Consider the arrangements to secure value for money and review assurances and assessments on the effectiveness of these arrangements.• Consider the framework of assurance and ensure that it adequately addresses the risks and priorities of the Chief Constable.• Monitor the effective development and operation of risk management, review the risk profile, and monitor progress of the Chief Constable in addressing risk-related issues reported to them.• Consider reports on the effectiveness of internal controls and monitor the implementation of agreed actions.

¹ Where references are made to the Mayor in this document these relate to the Mayor's Police and Crime Commissioner (PCC) functions

- Review arrangements for the assessment of fraud risks and potential harm from fraud and corruption and monitor the effectiveness of the counter fraud strategy, actions and resources.
- To review the governance and assurance arrangements for significant partnerships or collaborations.
- To receive requests from, and provide advice to the Assistant Chief Officer and Head of Internal Audit in West Yorkshire Police.

Mayor (PCC functions)

- Note the annual governance statement of the Combined Authority and provide observations on the section of the governance statement which relates to the Mayor's PCC functions.
- Review treasury management policies, practices and activities including an annual strategy and plan.
- Consider the framework of assurance and ensure that it adequately addresses the risks and priorities of the Mayor.
- Monitor the effective development and operation of risk management relating to the Mayor's police and crime duties, review the risk profile, and monitor progress of the Mayor in addressing risk-related issues reported to them.
- To review the governance and assurance arrangements for significant partnerships or collaborations.
- To receive requests from, and provide advice to, the Director of Corporate Services (S73 Officer) and the Head of Legal and Governance (Monitoring Officer) in the Combined Authority.
- To report to the Combined Authority's Governance and Audit Committee on members observations on arrangements to secure value for money in terms of the Mayor's PCC functions, including commissioning and grant-aiding arrangements for delivery of the Police and Crime Plan.

Internal Audit

The committee will provide observations, advice and/or recommendations to the Mayor or Chief Constable in relation to the following areas:

Chief Constable

- Annually review the internal audit charter and resources.
- Review the internal audit plan and any proposed revisions to the internal audit plan.
- Oversee the appointment process and consider the adequacy of the performance of the internal audit service and its independence.
- Consider the Head of Internal Audit's annual report and opinion, and a regular summary of the progress of internal audit activity against the audit plan, and the level of assurance it can give over corporate governance arrangements.
- To consider the Head of Internal Audit's statement of the level of conformance with the Public Sector Internal Audit Standards (PSIAS) and the results of the Quality Assurance Improvement Programme (QAIP) that support the statement – these will indicate the reliability of the conclusions of internal audit.

- Consider summaries of internal audit reports and such detailed reports as the committee may request from the Chief Constable, including issues raised or recommendations made by the internal audit service, management response and progress with agreed actions.
- Consider a report on the effectiveness of internal audit to support the West Yorkshire Police Annual Governance Statement, where required to do so by the Accounts and Audit Regulations (England) 2015.
- To consider any impairments to independence or objectivity arising from additional roles or responsibilities, outside of internal auditing, of the Head of Internal Audit. To make recommendations on safeguards to limit such impairments and periodically review their operation.

Mayor (PCC functions)

- Consider summaries of internal audit reports and such detailed reports as the committee may request which relate to the Mayor’s PCC functions, including issues raised or recommendations made by the internal auditors, management response and progress with agreed actions.
- To provide observations to the Combined Authority’s Governance and Audit Committee on arrangements for and the effectiveness of any collaboration arrangements between the respective Internal Audit teams in the Combined Authority and West Yorkshire Police.

External Audit

The committee will provide observations, advice and/or recommendations to the Mayor or Chief Constable in relation to the following areas:

Chief Constable

- Support the independence of external audit through consideration of the external auditor’s annual assessment of its independence and review of any issues raised by either Public Sector Audit Appointments or the auditor panel as appropriate.
- Comment on the scope and depth of external audit work, its independence and whether it gives satisfactory value for money.
- Consider the external auditor’s annual management letter, relevant reports and the report to those charged with governance.
- Consider specific reports as agreed with the external auditor.
- Advise and recommend on the effectiveness of relationships between external and internal audit and other inspection agencies or relevant bodies.

Mayor (PCC functions)

- Provide observations to the Combined Authority’s Governance and Audit Committee on external audit work in West Yorkshire Police including its independence, annual management letter and specific reports.

Financial reporting

The committee will provide observations, advice and/or recommendations to the Mayor or Chief Constable in relation to the following areas:

<p>Chief Constable</p> <ul style="list-style-type: none"> • Review the annual statement of accounts. Specifically, to consider whether appropriate accounting policies have been followed and whether there are concerns arising from the financial statements or from the audit of the financial statements that need to be brought to the attention of the Chief Constable. • Consider the external auditor’s report to those charged with governance on issues arising from the audit of the financial statements.
<p>Mayor (PCC functions)</p> <ul style="list-style-type: none"> • Provide observations to the Mayor and to the Combined Authority’s Governance and Audit Committee on West Yorkshire Police’s annual statement of accounts and any issues arising from the audit of the financial statements.

Accountability arrangements

Through its committee meetings the committee will deliver the following:

<p>Chief Constable</p> <ul style="list-style-type: none"> • On a timely basis report to the Chief Constable with its advice and recommendations in relation to any matters that it considers relevant to governance, risk management, internal control frameworks, internal and external audit functions, financial reporting arrangements and financial management.
<p>Mayor (PCC functions)</p> <ul style="list-style-type: none"> • On a timely basis report to the Mayor with its advice and recommendations in relation to any matters that it considers relevant to governance, risk management and financial management for the Mayor’s PCC functions and also for West Yorkshire Police.

In addition the committee will:

- Review its performance against its terms of reference and objectives on an annual basis and report the results of this review to the Mayor and the Chief Constable.
- Report annually to the Combined Authority’s Governance and Audit Committee and provide the approved minutes after each meeting.
- Publish an annual report on the work of the committee.

Constitution

4 members independent of the Mayor and the Chief Constable, one of whom is the appointed Chair.

Quorum

3 members, including the Chair. In the absence of the Chair members present will appoint a Chair for that meeting.

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Appointments 2023/2024

West Yorkshire Combined Authority								
Mayor		Bradford (Voting)	Calderdale (Voting)	Kirklees (Voting)	Leeds (Voting)	Wakefield (Voting)	York ¹ (Non-Voting) see footnote	LEP ² (Non-Voting) see footnote
Mayor: Tracy Brabin (Chair) Deputy Mayor: James Lewis	Member Substitute	Susan Hinchcliffe (L) Imran Khan (L)	Jane Scullion (L) Tim Swift (L)	Shabir Pandor (L) Cathy Scott (L)	James Lewis (L) Debra Coupar (L)	Denise Jeffery (L) Matthew Morley (L)	Claire Douglas (L) Peter Kilbane (L)	To be confirmed To be confirmed
Members appointed to better reflect political balance across West Yorkshire: <small>CS</small>	Member Substitute	<u>Conservative</u> Rebecca Poulsen Debbie Davies (Bradford)	<u>Liberal Democrat</u> Sue Holdsworth Stewart Golton (Leeds)		<u>Conservative</u> Alan Lamb Sam Firth (Leeds)			

Statutory Committees

	CA Members (Voting)	Bradford Co-optees	Calderdale Co-optees	Kirklees Co-optees	Leeds Co-optees	Wakefield Co-optees	Other Co-optees (Voting)
Governance and Audit							
Chair: Debbie Simpson Deputy Chair: to be confirmed	Susan Hinchcliffe (L) Alan Lamb (C) Shabir Pandor (L) Jane Scullion (L)	N/A	N/A	N/A	N/A	N/A	(Independent Members) Debbie Simpson Joanna Wardman

Note: Where appointments are still to be confirmed, or there are any mid-year changes to appointments, these will be made in accordance with the nominations received from the relevant Council by the Combined Authority's Head of Legal and Governance Services.

¹ Except where the CA resolves otherwise - see agenda item 1 (CA annual meeting - 22 June 2023)

² Except where the CA resolves otherwise - see agenda item 1 (CA annual meeting - 22 June 2023)

	CA Members (Voting)	Bradford Co-optees (Voting)	Calderdale Co-optees (Voting)	Kirklees Co-optees (Voting)	Leeds Co-optees (Voting)	Wakefield Co-optees (Voting)	York Co-optee (Non-Voting)
Corporate Scrutiny Committee	N/A	Ralph Berry (L)	Mike Barnes (L)	Moses Crook (L)	Barry Anderson (C)	Richard Forster (L)	Andrew Waller (LD)
Chair: Barry Anderson (C)		Alun Griffiths (LD)	Rahat Khan (L)	Jo Lawson (L)	Labour nominee	Samantha Harvey (C)	N/A
Dep Chair: Brenda Monteith (C)		David Nunns (C)	Brenda Monteith (C&U)	Susan Lee-Richards (G)	Labour nominee	Elizabeth Rhodes (L)	N/A
Economy Scrutiny Committee	N/A	Aneela Ahmed (L)	Helen Brundell (L)	Gwen Lowe (L)	Labour nominee	Richard Hunt (C)	Conrad Whitcroft (L)
Chair: Richard Smith (C)		Bob Felstead (C)	John Ford (C&U)	Paul Moore (L)	Colin Campbell (LD)	David Pickersgill (L)	N/A
Dep Chair: Bob Felstead (C)		Zafar Iqbal (L)	Katie Kimber (L)	Richard Smith (C)	Matthew Robinson (C)	Tony Wallis (L)	N/A
Transport / Infrastructure Scrutiny Committee	N/A	Joanne Dodds (L)	Joe Atkinson (C&U)	Harry McCarthy (L)	Oliver Newton (MBI)	Tony Hames (C)	Dave Merrett (L)
Chair: Amanda Parsons-Hulse (LD)		Anna Watson (G)	Dot Foster (L)	Andrew Pinnock (LD)	Labour nominee	Charlie Keith (L)	N/A
Dep Chair: Andrew Pinnock (LD)		Sabiya Khan (L)	Amanda Parsons-Hulse (LD)	Mark Thompson (C)	Labour nominee	Allan Garbutt (L)	N/A

Note: Scrutiny substitute members: Andrew Cooper (for Susan Lee-Richards), Anthony Smith (for Andrew Pinnock)



Decision Making Ordinary Committee

	CA Members (Voting)	Bradford	Calderdale	Kirklees	Leeds	Wakefield
Finance, Resources & Corporate Committee	Tracy Brabin (Mayor) Susan Hinchcliffe (L) Denise Jeffery (L) James Lewis (L) Shabir Pandor (L) Jane Scullion (L) LEP member tbc ³	N/A	N/A	N/A	N/A	N/A
Chair: Tracy Brabin Dep Chair: to be confirmed						

Note: Where appointments are still to be confirmed, or there are any mid-year changes to appointments, these will be made in accordance with the nominations received from the relevant Council by the Combined Authority's Head of Legal and Governance Services.

³ Voting rights in accordance with the resolution of the CA – see agenda item 1 (CA annual meeting - 22 June 2023)

Combined Authority Thematic Committees

	CA Members (Voting)	Local Authority Co-optees (Voting except for York co-optee)	LEP Board Members (Non-voting except where Deputy Chair)	Private Sector Representatives (Non-Voting)	Advisory Representatives – ex-officio (Non-Voting)
<p>Business, Economy and Innovation Committee</p> <p>Chair: Shabir Pandor Deputy Chair: to be confirmed</p>	Shabir Pandor (Portfolio Holder)	<p>Bradford: Alex Ross-Shaw (L) Calderdale: Sarah Courtney (L) Kirklees: Eric Firth (L) Leeds: Lisa Martin (L) Wakefield: Deb Nicholls (L) York: Peter Kilbane (L)</p>	Mandy Ridyard	<p>Fara Butt Deb Hetherington Asma Iqbal Simon Langdale Karl Oxford Richard Paxman Paul Price Bobby Thandi Alan Williams</p>	<ul style="list-style-type: none"> Yorkshire Universities; Director (Peter O'Brien) Leeds City Region Universities; 2 reps at Pro-Vice Chancellor level (Prof Nick Plant & Sue Cooke) WY Consortium of Colleges; FE Rep (Palvinder Singh) Innovate UK; Regional Manager (Lee Viney) Health-tech/Digital Health; Rep (Neville Young) Department for International Trade; Regional Director for Yorkshire & Humber (to be confirmed) West Yorkshire Business Groups (Barney Mynott)
<p>Climate, Energy & Environment Committee</p> <p>Chair: Jane Scullion Deputy Chair: to be confirmed</p>	Jane Scullion (Portfolio Holder)	<p>Bradford: Sarah Ferriby (L) Calderdale: Scott Patient (L) Kirklees: Andrew Cooper (G) Leeds: Katie Dye (L) Wakefield: Jack Hemingway (L) York: Jenny Kent (L)</p>	To be confirmed	<p>John Clark Richard Goodfellow David Owumi Gideon Richards Leah Stuart</p>	<ul style="list-style-type: none"> Northern Powergrid; Rep (Jim Cardwell) Yorkshire Water; Rep (to be confirmed) Northern Gas Networks; Rep (Greg Dodd) The Environment Agency; Rep (Jenny Longley) West Yorkshire Housing Partnership (Martyn Broadest)
<p>Culture, Heritage and Sport Committee</p> <p>Chair: Tracy Brabin Deputy Chair: Nicky Chance-Thompson</p>	Tracy Brabin (Portfolio Holder)	<p>Bradford: Sarah Ferriby (L) Calderdale: Jenny Lynn (L) Kirklees: Naheed Mather (L) Leeds: Jonathan Pryor (L) Wakefield: Lynn Masterman (L) York: Jo Coles (L)</p>	Nicky Chance-Thompson Kamran Rashid	<p>Syima Aslam MBE Nathan Clark Caroline Cooper Charles Wieke Eringa Boluaji Fagborun Amy Foster Halima Khan Alan Lane Deborah Munt Sam Nicholls Leigh-Anne Stradeski Ben Walmsley</p>	<ul style="list-style-type: none"> Arts Council (Catherine Mitchell) Broadcasting, Entertainment, Communications and Theatre Union (BECTU) (Philippa Childs) Equity UK (Dominic Bascombe) Historic England (Richard Butterfield) Musicians' Union (Matt Wanstall) National Lottery Heritage Fund (Helen Featherstone) National Union of Journalists (Michelle Stanistreet) Yorkshire Universities: Leeds Beckett University (Dr Oliver Bray) Leeds Art University (Professor Dave Russell) Yorkshire Sport Foundation (Nigel Harrison)

	CA Members (Voting)	Local Authority Co-optees (Voting except for York co-optee)	LEP Board Members (Non-voting except where Deputy Chair)	Private Sector Representatives (Non-Voting)	Advisory Representatives – ex-officio (Non-Voting)
Employment and Skills Committee	James Lewis (Portfolio Holder)	Bradford: Imran Khan (L) Calderdale: Silvia Dacre (L) Kirklees: Graham Turner (L) Leeds: Eleanor Thomson (L) Wakefield: Michael Graham (L) York: Peter Kilbane (L)	Shirley Congdon	Milton Brown Michelle Chappell Dixon Mark Cowgill Tim Craven Orlagh Hunt Phill Lautman Claire Paxman	<ul style="list-style-type: none"> West Yorkshire Skills Partnership; Chair (Nav Chohan) West Yorkshire Skills Partnership; 2 Deputy Chairs (Tim Thornton and Alex Miles) Leeds City Region Headteachers Network; Rep (David Cooper) Higher Education Rep (Peter O'Brien) Further Education Rep (Colin Booth) Yorkshire & Humber NHS; Local Director Y&H (Mike Curtis) Department of Work and Pensions; Rep (Sharon Riding) Voluntary and Community Sector Representative (to be confirmed) Trades Union Congress, Yorkshire & the Humber (Bill Adams) WY LSIP representative (Martin Hathaway)
Chair: James Lewis Deputy Chair: Shirley Congdon					
Place, Regeneration & Housing Committee	Denise Jeffery (Portfolio Holder)	Bradford: Alex Ross-Shaw (L) Calderdale: Scott Patient (L) Kirklees: Cathy Scott (L) Leeds: Helen Hayden (L) Wakefield: Michael Graham (L) York: Ben Burton (L)	To be confirmed	Ben Aspinall Lisa Littlefair Stephen Moore	<ul style="list-style-type: none"> Homes England; Rep (Tamsin Hart – Jones) LCR Housing Partnership (Helen Lennon) Historic England (Richard Butterfield) West Yorkshire Integrated Care Board; Chair (to be confirmed)
Chair: Denise Jeffery Deputy Chair: to be confirmed					

Note: Where appointments are still to be confirmed, or there are any mid-year changes to appointments, these will be made in accordance with the nominations received from the relevant Council by the Combined Authority's Head of Legal and Governance Services.

Transport Committee	CA Members (Voting)	Bradford Co-optees (Voting)	Calderdale Co-optees (Voting)	Kirklees Co-optees (Voting)	Leeds Co-optees (Voting)	Wakefield Co-optees (Voting)	York Co-optee (Non-Voting)	Other Co-optees (Non-Voting)
Chair: Susan Hinchcliffe (L)	Susan Hinchcliffe (L)							LEP member tbc (voting) LEP member tbc (non-voting)
Deputy Chair: Manisha Kaushik				Manisha Kaushik (L)				
Deputy Chair: Peter Carlill					Peter Carlill (L)			
Transport Portfolio Holder		Alex Ross-Shaw (L)	Scott Patient (L)	Eric Firth (L)	Helen Hayden (L)	Matthew Morley (L)	Peter Kilbane (L) (Non-Voting)	
Transport Engagement Lead 6		Taj Salam (L)	Colin Hutchinson (L)	Ammar Anwar (L)	Annie Maloney (L)	Jakob Williamson (L)		
Ordinary Member		Peter Clarke (C) Chris Hayden (L) Liz Rowe (L)	Peter Caffrey (C)	Martyn Bolt (C) Matthew McLoughlin (L)	Neil Buckley (C) Oliver Edwards (L) Abdul Hannan (L)	Armaan Khan (L)		

Note: Where appointments are still to be confirmed, or there are any mid-year changes to appointments, these will be made in accordance with the nominations received from the relevant Council by the Combined Authority's Head of Legal and Governance Services.

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Report to: West Yorkshire Combined Authority

Date: 22 June 2023

Subject: **Representation on Outside Bodies**

Director: Alan Reiss, Chief Operating Officer

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

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

1. Purpose of this report

- 1.1 To consider West Yorkshire Combined Authority (Combined Authority) representation on outside bodies.

2. Information

- 2.1 The Combined Authority is represented on a number of outside bodies. Proposed appointments for this municipal year are set out in the attached **Appendix 1**.
- 2.2 The appendix sets out the appointments to be made to **Transport for the North** (TfN), the statutory Sub-National Transport Body. It is understood that the Combined Authority's representative and substitute on the TfN Board will subsequently be appointed by the TfN Board to the TfN Partnership Board in their respective capacities.
- 2.3 An appointment is also sought for the **Consortium of East Coast Main Line Authorities**, which is a partnership of local councils, combined authorities and Scottish Regional Transport Partnerships from across the area served by the East Coast Main Line. It advocates to secure investment, improve the passenger experience, improve capacity and reliability, and shorten journey times on the East Coast Main Line.

2.4 A later item on this agenda relating to partnership working with the West Yorkshire Integrated Care Board contains a further recommendation relating to representation on an outside body to be considered as part of that item.

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 None.

7. Legal Implications

7.1 The appointment to the TfN Board must be the Mayor or a Combined Authority Member who is an elected member, with responsibility for transport.

7.2 The appointment to the TfN Scrutiny Committee may be an elected member of the Combined Authority or of any of the Constituent Councils of the Combined Authority. It cannot be the TfN Member or their substitute, nor a TfN co-opted Member.

7.3 The nomination to the TfN General Purposes Committee and appointment to the TfN Rail North Committee represent the Combined Authority and the City of York Council, as a regional grouping.

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 the appointments to the outside bodies for the municipal year 2023/24 as detailed in Appendix 1.

11. Background Documents

None.

12. Appendices

Appendix 1 - Combined Authority representation on outside bodies 2023/24.

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West Yorkshire Combined Authority Representation on outside bodies 2023/24

Outside Body	Named Representative
TfN Members' Board ¹	Representative: Mayor Brabin Substitute: Susan Hinchcliffe
TfN Scrutiny Committee	Representative: Maniska Kaushik Substitute: Peter Carlill
TfN Rail North Committee	Representative: Susan Hinchcliffe Substitute: Mayor Brabin
TfN General Purposes Committee ²	Representative: Susan Hinchcliffe Substitute: Mayor Brabin
Consortium of East Coast Main Line Authorities ³	Representative: Manisha Kaushik

¹ The City of York Council also appoint to the TfN Board.

² This nomination will be advisory. Nominations are formalised via the TfN Board Annual meeting

³ The City of York Council also appoint to the Consortium of East Coast Main Line Authorities.

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Report to: West Yorkshire Combined Authority

Date: 22 June 2023

Subject: **Officer Arrangements**

Director: Alan Reiss, Chief Operating Officer

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

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

1. Purpose of this Report

1.1 To approve the Officer Delegation Scheme for Non-Mayoral Functions at **Appendix 1**.

2. Information

2.1. Minor changes are proposed to the current Officer Delegation Scheme for Non-Mayoral Functions, and these are shown as tracked changes on the Scheme at Appendix 1. In brief, these include:

- Explicitly adding safeguarding to the general delegations to all Directors at paragraph 2.9.
- Revising an error at paragraph 3.2 that the function excepted from those exercisable by the Chief Executive is as Data Protection Officer not Senior Information Risk Officer.
- Clarifying and making explicit at paragraph 5.7 and 6.2 the definition of 'value' threshold for settlements and extending the consultation requirements.

2.2. As part of the Organisational Evolution project, it is anticipated that further changes to Officer Delegations may be required, and a more substantive report is likely to be brought back to Members for consideration at the September meeting of the Combined Authority.

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 The Officer Delegation Scheme reflects the role of all Directors to implement and ensure compliance with requirements relating to Equality and Diversity .

6. Financial Implications

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

7. Legal Implications

7.1 The Combined Authority publishes its Officer Delegation Scheme in accordance with legal requirements, in Part 3 of the Constitution.

8. Staffing Implications

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

9. External Consultees

9.1 None.

10. Recommendations

10.1 That the Combined Authority approves the Officer Delegation Scheme in relation to Non-Mayoral Functions attached as Appendix 1 to this report.

11. Background Documents

11.1 None.

12. Appendices

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

Part 3

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

1. Introduction

General Roles and Responsibilities of Officers

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

Delegations to Officers

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

Sub-delegations

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

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

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

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

² For determination or consultation.

Referral of matters to the Mayor – Mayoral General Functions

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

Key Decisions³

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

Call-in of officers' decisions

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

Recording officer decisions

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

Concurrent Functions and Statutory Consents

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

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

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

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

2. Officer Delegation Scheme: delegations

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

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

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

General Delegations (Non-Mayoral Functions) to:

- Chief Executive
- Chief Operating Officer
- Exec Director Transport
- Director, Finance & Commercial Services
- Director, Strategy, Communications & Intelligence
- Director, Transport Policy & Delivery
- Director, Transport Operations & Passenger Experience⁶
- Director, Mass Transit
- Director, Inclusive Economy, Skills & Culture
- Director, Policing, Environment & Place

⁶ For the avoidance of doubt, this includes the interim Director of Transport and Property Services (Mobility Services & Transformation) and interim Director of Transport and Property Services (Assets and Passenger Experience)

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

Expenditure

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

Human Resources

- 2.5 To appoint officers within the approved staffing structure in accordance with the Combined Authority's Recruitment and Selection Procedure, provided that the Chief Executive⁷ has confirmed that a vacant post is released for recruitment.
- 2.6 To appoint officers on a temporary basis to provide cover for absences.⁸
- 2.7 With the exception of
- granting voluntary redundancy requests,
 - releasing preserved pension benefits on ill health grounds, and
 - payments to any officer for loss or damage to property arising out of their employment with the Combined Authority

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

⁷ Or the Head of Human Resources on behalf of the Chief Executive

⁸ For example, caused by long term sickness, maternity leave or any vacancy on the approved staffing structure

Proper Officer functions

2.8 Each Director⁹ is appointed the Proper Officer for any function within their remit

Miscellaneous

2.9 To implement and ensure compliance with requirements relating to:

- a) health and safety
- b) data protection¹⁰, freedom of information and transparency,
- c) surveillance activities,
- d) human rights,
- e) risk management,
- f) equality and diversity And
- g) safeguarding

⁹ The Head of Legal and Governance Services is to be taken as a Director, for the purposes of this function

¹⁰ In the exercise of this function, Directors must have regard to any information and advice provided by the Combined Authority's Data Protection Officer – see Article 12 (Officers) in Part 2 of the Constitution

3. Chief Executive

- 3.1 The Chief Executive is designated the **Head of Paid Service** of the Combined Authority – see further Article 12 (Officers) in Part 2 of the Constitution.
- 3.2 With the exception of any matter which the Mayor has directed should be referred to the Combined Authority for determination, the Chief Executive is authorised to exercise any **Non-Mayoral Function** which is not:
- expressly reserved to the Combined Authority¹¹,
 - a function of any other officer in their capacity as a statutory officer¹²,
- provided always** that:
- a) exercising this authority to approve any economic development loan is subject to the conditions set out below,¹³ and
 - b) any decision in respect of an application for a loan or grant from a business where a potential conflict of interest arises from the involvement with that business of any person on the LEP or of a Combined Authority Member or Co-optee is taken in accordance with the Conflicts of Interest Protocol.¹⁴
- 3.3 The Chief Executive is further authorised to take decisions which would have been taken by a committee¹⁵ 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 meeting¹⁶.

¹¹ The reserved functions are set out in Section 2.2 of Part 3 of the Constitution

¹² For the purposes of this scheme, this includes any function carried out by an officer in the capacity of Data Protection Officer

¹³ The Chief Executive may approve any economic development loan only

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

¹⁴ The Conflicts of Interest Protocol: loans or grants to businesses in Part 5 of the Constitution sets out the process which the Combined Authority follows to demonstrate that applications from businesses for loans or grants are dealt with in an impartial, fair and transparent way

¹⁵ This only applies to a thematic committee and not to a statutory committee.

¹⁶ Any such decision will be published on the Combined Authority's website and will be reported to the next meeting of that committee.

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

4. Director, Finance & Commercial Services

4.1 The Director, Finance & Commercial Services is the Section 73 **Chief Finance Officer**¹⁷ of the Combined Authority, and as such exercises any statutory function of the Chief Finance Officer, including making arrangements for the proper administration of the Combined Authority's financial affairs¹⁸ - see further Article 12 (Officers)

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

a) With the exception of any matter:

- expressly reserved to the Combined Authority, or¹⁹
- which the Chief Executive or Chief Operating Officer has directed the Director, Finance & Commercial Services to refer to the Combined Authority or any Committee for determination,

to carry out any function in relation to:

- i. information and communications technology,
- ii. procurement and purchasing, and
- iii. audit arrangements,

¹⁷ Appointed under Section 73 Local Government Act 1985

¹⁸ For the purposes of this Scheme, this is taken to include authority to approve Financial Regulations and Contracts Standing Orders in Part 4 of the Constitution

¹⁹ The reserved functions are set out in Section 2.2 of Part 3 of the Constitution

5. Head of Legal and Governance Services

- 5.1 The Head of Legal and Governance Services is designated the **Monitoring Officer**²⁰ for the Combined Authority, and as such exercises any statutory function of the Monitoring Officer – see further Article 12 (Officers) in Part 2 of the Constitution.
- 5.2 With the exception of any matter:-
- expressly reserved to the Combined Authority²¹ or
 - which the Chief Executive has directed the Head of Legal and Governance Services to refer to the Combined Authority or any Committee for determination,
- to carry out the following functions:

Legal proceedings and settlements

- 5.3 To take any legal action to implement a decision of the Combined Authority.
- 5.4 To institute, defend or participate in any proceedings or disputes where such action is necessary to give effect to a decision of the Combined Authority or to protect the interests of the Combined Authority, and to take all necessary steps in relation to such proceedings or disputes.
- 5.5 To enforce byelaws.
- 5.6 To make payments or provide other benefits in cases of maladministration.
- 5.7 To negotiate and to settle claims for or against the Combined Authority whether or not legal proceedings have begun subject to:
- the value²² of the settlement not exceeding £75,000, and
 - professional advice being obtained, where appropriate, that the settlement

²⁰ Designated under Section 5 Local Government and Housing Act 1989. For the purposes of this Scheme this includes the following functions:

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

²¹The reserved functions are set out in Section 2.2 of Part 3 of the Constitution

²² In this paragraph "value" means the monetary sum to be paid in settlement of a claim against the Combined Authority excluding legal costs and any sums covered by insurance, or in the case of claims brought by the Combined Authority the difference between the sum claimed and the value of the settlement.

represents good value for money, and

- consultation with the Mayor and Director, Finance and Commercial Services²³ about any settlement value over £50,000.

Documentation

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

Authorising officers

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

Governance

- 5.12 To discharge secretarial and other functions in relation to meetings of the Combined Authority and its committees.
- 5.13 To make any changes²⁴ to any governance document²⁵ of the Combined Authority which are required:
- as a result of legislative change or decisions of the Combined Authority or the Mayor,
 - to enable them to be kept up to date, or
 - for the purposes of clarification only.
- 5.14 To make any changes²⁶ to the Assurance Framework which are required:
- as a result of legislative change or decisions of the Combined Authority or the Mayor,
 - to enable it to be kept up to date, or
 - for the purposes of clarification only.

²³ In their capacity as Chief Finance Officer

²⁴ Any such changes shall be recorded and published

²⁵ except for the Contracts Standing Orders and Financial Regulations which fall to the Director, Corporate and Commercial Services to amend

²⁶ Any such changes shall be recorded and published

- 5.15 In relation to Local Authority Co-optees (and only in accordance with any nomination by the relevant Constituent Council, the Non-Constituent Council or other partner council) to make any change to the membership of any committee of the Combined Authority, provided that the appointment has no impact on the political balance for the committee²⁷.

Members' Allowances

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

Interests in Land

- 5.17 To obtain particulars of persons interested in land²⁸.

²⁷ The Head of Legal and Governance Services will report any appointment confirmed under this delegated authority to the Combined Authority as soon as reasonably practicable

²⁸ Section 16 of the Local Government (Miscellaneous Provisions) Act 1976

6. Chief Operating Officer

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

a) To act as Senior Information Risk Officer²⁹

b) With the exception of any matter:

- expressly reserved to the Combined Authority³⁰
- expressly within the terms of reference of a Combined Authority committee, or
- which the Chief Executive has directed the Chief Operating Officer to refer to the Combined Authority or the Governance and Audit Committee for determination,

to carry out any function in relation to:

i. human resources³¹

ii. knowledge and information management,

iii. strategic risk management and business continuity, and

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

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

- the value³² of the settlement not exceeding £100,000, and

²⁹ This includes:

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

³⁰The reserved functions are set out in Section 2.2 of Part 3 of the Constitution

³¹ Including granting voluntary redundancy requests, and releasing preserved pension benefits on ill health grounds (in consultation with the Director, Finance & Commercial Services) and payments up to £250 to officers for loss or damage to property arising out of their employment with the Combined Authority, but excepting those statutory functions which fall to the Head of Paid Service, and those functions delegated to any Director under the General Delegations above

³² In this paragraph "value" means the monetary sum to be paid in settlement of a claim against the Combined Authority excluding legal costs or any sums covered by insurance, or in the case of claims

- professional advice being obtained, where appropriate, that the settlements represents good value for money; and
- consultation with the Head of Legal and Governance Services³³, Director, Finance & Commercial Services³⁴ and the Mayor in relation to any settlement value over £50,000.

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

Document version control	
Municipal Year:	2022-23
Version:	3 – 22/23
Document approved by:	Head of Legal and Governance Services
Date:	29 March 2023
To be of effect from:	29 March 2023

brought by the Combined Authority the difference between the sum claimed and the value of the settlement

³³ In their capacity as Monitoring Officer

³⁴ In their capacity as Chief Finance Officer



Report to: West Yorkshire Combined Authority

Date: 22 June 2023

Subject: **Constitutional Arrangements**

Director: Alan Reiss, Chief Operating Officer

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

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

1. Purpose of this Report

- 1.1 To confirm the West Yorkshire Combined Authority’s (Combined Authority) Constitutional arrangements, in so far as these are not otherwise approved on this agenda.

2. Information

- 2.1 The Combined Authority is asked to approve its Constitution documents on an annual basis, to ensure all documents remain up to date and fit for purpose.
- 2.2 To note, the Head of Legal and Governance Services has approved a number of minor amendments for updating and clarification purposes, under her delegated authority, throughout the municipal year.
- 2.3 The Combined Authority is now asked to approve the Constitution documents for the new municipal year. Attached as **Appendix 1** is a table which sets out all proposed minor amendments to the Constitution; these are all for clarification purposes or to correct typographical errors. Any documents which have not been amended are not attached, but are [linked here](#).
- 2.4 Constitutional documents which have been more substantially amended are dealt with by other items on the agenda.

2.5 A number of minor amendments to Part 3 – Section 3.2 – The Mayor’s Police and Crime Commissioner Functions – Scheme of Delegation are also intended. As Members are aware the PCC functions are general functions of the Mayor and as such are for the Mayor to approve and are referenced here for noting only.

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 Contracts Standing Orders provide for addressing social value in relation to procurements.

5. Equality and Diversity Implications

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

6. Financial Implications

6.1 None.

7. Legal Implications

6.1 The Combined Authority may amend its Constitutional documents, including Standing Orders at any time. The proposed amendments ensure that Standing Orders and other Constitution documents are up to date and fit for purpose.

7. Staffing Implications

8.1 None.

8. External Consultees

9.1 No external consultations have been undertaken.

9. Recommendations

9.1 That the Combined Authority approves:

10.1.1 the minor amendments to Constitution documents as set out at Appendix 1,

10.1.2 the remaining, unamended Constitution documents [linked here](#), for the next municipal year.

11. Background Documents

11.1 None.

12. Appendices

Appendix 1: Table overview of proposed minor amendments to the Constitution,

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APPENDIX 1: Minor and consequential amendments

Part	Summary of Amendment
Part 2 – Article 1	Amendments made for clarification – reflecting the new position of the LEP.
Part 2 – Article 6	Typographical error amended – deletion of a repeated word.
Part 2 – Article 8	Formatting error amended – font of title.
Part 3 - Section 3.1. Mayoral Functions Overview	Typographical error amended – deletion of word ‘below’ to refer to another Part of the Constitution.
Part 3 – Section 3.1.1. – Mayoral General Functions conferred by the 2021 Order	Amendment made for clarification purposes – statutory position.
Part 4.1 - Procedure Standing Orders	Amendment made for clarification purposes – chairing position.
Part 4.1 - Procedure Standing Orders	Formatting error amended – font of footnote.
Part 4.2 – Access to Information	Amendments made for clarification – publication of decisions.
Part 4.3 – Code of Practice for recording meetings	Formatting error amended – branding of document.
Part 5.2 – Procedure for complaints against Members	Typographical error amended – reference to ‘IR’ in diagram corrected to ‘IO’, investigating officer.

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Report to: West Yorkshire Combined Authority

Date: 22 June 2023

Subject: **Corporate Governance Code and Framework**

Director: Alan Reiss, Chief Operating Officer

Author: Katie Wilby, Corporate Performance Manager

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

1. Purpose of this Report

- 1.1 To advise the Combined Authority on necessary revisions to the Code of Corporate Governance and an associated timeline for this work.

2. Information

- 2.1. West Yorkshire Combined Authority has previously approved each year a Code of Corporate Governance ('the Code'). This follows the guidance set out by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE) with regard to the governance principles that all public authorities should define and against which they should then hold themselves to account.
- 2.2. Following the creation of the mayoral combined authority, amendments were made to the existing guidance to reflect the extent of governance changes arising. This was approved at the Combined Authority Annual Meeting in June 2022.
- 2.3. The Combined Authority is committed to meeting the principles set out in the Code, and it is the responsibility of the Governance and Audit Committee to keep corporate governance matters under review. As part of this process the Committee undertakes regular reviews throughout the year with a formal review at the year end of the processes and systems in place during the year.

- 2.4. The organisation has undergone an evolution programme to shift away from a ‘process’ based model towards an ‘outcome/mission’ based model, giving greater transparency of senior accountability across key areas and a greater read across from job roles to key performance outcomes for West Yorkshire. These missions are set out in the West Yorkshire Plan which was adopted by the Combined Authority in May 2023. There are therefore clear links to corporate governance, accountability, transparency and delivery of value for money in public spend.
- 2.5. The Code has been revised to take into account changes in organisational arrangements made so far. This is included as **Appendix 1**. These changes are:
- To reflect the change from LEP Panels to Combined Authority Committees.
 - To reflect the integration of the LEP into the Mayoral Combined Authority, and private sector representatives on decision-making committees.
 - To reflect the expansion of our inclusive engagement activity beyond YourVoice to ensure we listen to diverse communities
 - To take into account the adoption of the West Yorkshire Plan and the annual State of the Region.
- 2.6. The Organisational Evolution work to review the organisation’s structure, operating model and ways of working will continue, particularly with regard to ensuring the organisation is ready for the delivery of mass transit, bus reforms, and potentially a deeper devolution deal. There will now be a further review of the Code to ensure it is kept up to date with these changes, and this will be reported in the Autumn.
- 2.7. The Combined Authority is asked to note and approve the changes to the current Code of Governance, and to endorse the plan to continue to review the Code over the summer, with findings brought to the Governance and Audit Committee and Combined Authority for consideration in Autumn 2023.

3. Tackling the Climate Emergency Implications

- 3.1 The Code of Corporate Governance is in place to ensure that the Combined Authority is able to meet corporate objectives, including in relation to the environment.

4. Inclusive Growth Implications

- 4.1 The Code of Corporate Governance has inclusion at the heart of its function and objectives, as set out in the Code’s introductory statement: “... *it is about ‘how bodies ensure they do the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner’*”.

5. Equality and Diversity Implications

- 5.1 Equity, Diversity and Inclusion is embedded in the Code of Corporate Governance as a reflection of the organisations objectives and commitment to championing the region.

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 endorses the proposed revisions to the Code of Corporate Governance and the proposal to review it further and receive a report in the Autumn.

11. Background Documents

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

12. Appendices

Appendix 1 – Corporate Governance Code and Framework

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West Yorkshire Combined Authority

Corporate Governance Code and Framework

Introduction

The definition of corporate governance is that it is about ‘how bodies ensure they do the right things, in the right way, for the right people, in a timely, inclusive, open, honest and accountable manner. It comprises the systems and processes, and culture and values, by which bodies are directed and controlled and through which they account to, engage with and, where appropriate, lead their communities.’

West Yorkshire Combined Authority, which includes the Mayor of West Yorkshire's Policing and Crime function, has approved and adopted a code of corporate governance which captures the Mayor's duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way its functions are exercised, having regard to a combination of economy, efficiency and effectiveness, and is consistent with the principles of the best practice guidance issued jointly by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE). CIPFA/SOLACE updated this guidance in 2016 with their new framework to assist organisations in ensuring that resources are directed in accordance with agreed policy and according to priorities, that there is sound and inclusive decision making and that there is clear accountability for the use of those resources in order to achieve desired outcomes for service users and communities. The previous six core principles are replaced by the following seven principles:

- A. Behaving with integrity, demonstrating strong commitment to ethical values, and respecting the rule of the law;
- B. Ensuring openness and comprehensive stakeholder engagement;
- C. Defining outcomes in terms of sustainable economic, social, and environmental benefits;
- D. Determining the interventions necessary to optimise the achievement of the intended outcomes;
- E. Developing the entity's capacity, including the capability of its leadership and the individuals within it;
- F. Managing risks and performance through robust internal control and strong public financial management;
- G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability.

The Combined Authority is committed to meeting these principles and this statement sets out how the supporting principles beneath each statement will be achieved, monitored and reviewed. It is the responsibility of the Governance and Audit Committee

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to keep corporate governance matters under review. As part of this process it undertakes regular reviews throughout the year with a formal review at the year end of the processes and systems in place during the year. This includes the results of the work carried out by the internal audit section. The Committee reviews and approves the Annual Governance Statement which forms part of the statutory annual accounts which are subject to external audit. A Joint Independent Audit and Ethics Committee has oversight of the governance arrangements for the Mayor's PCC functions and West Yorkshire Police.

Principle	Sub principles	Our actions and behaviours to achieve this:
<p>A. Behaving with integrity, demonstrating strong commitment to ethical values and respecting the rule of the law.</p> <p>Local government organisations are accountable not only for how much they spend, but also for how they use the resources under their stewardship. This includes accountability for outputs, both positive and negative, and for the outcomes they have achieved. In addition, they have an overarching responsibility to serve the public interest in adhering to the requirements of legislation and government policies. It is essential that they can demonstrate the appropriateness of all their actions across all activities and have mechanisms in place to encourage and enforce adherence to ethical values and to respect the rule of law</p>	<p>We will: Behave with integrity</p>	<ul style="list-style-type: none"> • A Code of Conduct for Members and the Mayor to ensure that high standards of conduct are maintained. The Code has been extended to include private sector LEP Board members. • Established a procedure outlining arrangements for breaches of the Member Code of Conduct. • An Employee Code of Conduct that sets down standards of behaviour and conduct the Combined Authority expects of its employees. Reference is made to the Code on the Induction Checklist. • A Policing and Crime Team Code of Conduct. • Clear decision-making processes to ensure that all those responsible for taking decisions have the necessary information on which to do so with appropriate and up-to-date Scheme of Delegation. • The Mayor’s Scheme of Delegation, Financial Regulations and Contract Regulations and Scheme of Consent have been developed in accordance with the Home Office Financial Management Code of Practice to enable effective accountability and govern the relationship between the Mayor and West Yorkshire Police. • An employee policy for acceptance of gifts and hospitality. • Registers of Members’ interests and records of gifts and hospitality are published on the Combined Authority’s website. Registers of interest for LEP Board members are also published. • Members’ declaration of interests are a standing item on all agendas. Minutes show declarations of interest were sought and appropriate declarations made. • A complaints policy that is published on the Combined Authority’s website and is supported by an on-line form. A complaints policy has been developed for decisions of the LEP and published on the website. • A whistle blowing policy is on the website that also covers the staff within the Policing and Crime Team.

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		<ul style="list-style-type: none"> • A confidential reporting policy is in place to enable police officers and police staff to report any concerns about malpractice or unlawful actions without fear of recrimination, via 'Anonymous Messenger system within West Yorkshire Police' that Staff in the Mayor's Policing and Crime Team have access who receive reports directly that refer to the conduct of the Chief Constable.
	<p>We will: Demonstrate strong commitment to ethical values</p>	<ul style="list-style-type: none"> • Policies and procedures that make up the Constitution of the Combined Authority set out delegations of the Combined Authority, to committees and senior officers, and the decision-making process to be applied. It also emphasises that the Combined Authority will act within the law. Similar processes are in place for the activities of the LEP Board, and the Mayor's Policing and Crime functions. • Terms of Reference that exists for all committees. • Organisational values continue to be developed and embedded to ensure they influence the required behaviours for employees for the new organisation.
	<p>We will: Respect the rule of the law</p>	<ul style="list-style-type: none"> • The Head of Legal and Governance Services is designated as the Authority's Monitoring Officer and attends all Combined Authority and LEP Board meetings. • Anti-Fraud, Bribery & Corruption and Anti-Money Laundering Policies which is supported by a Whistleblowing Policy. There is a Whistleblowing hotline and procedure for employees and customers to report irregularity and fraud. • Maintenance of records of legal advice provided by officers.

Principle	Sub principles	Our actions and behaviours to achieve this:
<p>B. Ensuring openness and comprehensive stakeholder engagement.</p> <p>Local government is run for the public good, organisations therefore should ensure openness in their activities. Clear, trusted channels of communication and consultation should be used to engage effectively with all groups of stakeholders, such as individual citizens and service users, as well as institutional stakeholders. NB: institutional stakeholders are the other organisations that local government needs to work with to improve services and outcomes (such as commercial partners and suppliers as well as other public or third sector organisations) or organisations to which they are accountable.</p>	<p>We will: Be open</p>	<ul style="list-style-type: none"> • Adoption of a Publication Scheme that describes the kinds of information available and provides guidance about how to access personal information and submit a Freedom of Information request. Details are on the Combined Authority’s website. • Adoption of a standard reporting format in relation to all committee reports. Agendas, reports and minutes of all meetings are published on the Combined Authority’s website. Meetings are open to the public unless in the case of exempt items and the Combined Authority’s meetings are live streamed. • Dates for submitting, publishing and distributing reports in accordance with statutory requirements are set and adhered to.
	<p>We will: Engage comprehensively with institutional stakeholders</p>	<ul style="list-style-type: none"> • Ongoing partnership arrangements with District authorities are in place and under continuing development. • A Memorandum of Understanding is in place with the West Yorkshire universities, setting out areas of common interest. • The Combined Authority fosters close links with the local District Councils, facilitated by the appointment of senior politicians from these Districts to the Combined Authority. At the officer level, the Combined Authority and District Councils work closely in all areas and have made significant progress in strengthening relationships and ways of working through the transition to the Mayoral Combined Authority and beyond, to shape shared priorities and outcomes for West Yorkshire. The Chair of the Leeds City Region Enterprise Partnership (LEP) sits on the Combined Authority to assist in ensuring close working with local businesses. • The Mayor and Deputy Mayor for Policing and Crime fosters close links with the Partnership Executive Group (PEG), which is an important partnership which is well established to support the development and delivery of the Mayor’s Police and Crime Plan.
	<p>We will: Engage with individual citizens and</p>	<ul style="list-style-type: none"> • The Combined Authority seeks views from individuals, organisations and businesses on a number of areas including strategies, policies and detailed projects, including the development of the Mayor’s Policing and Crime Plan, using a

	<p>service users effectively</p>	<p>variety of means including face to face and online. Information on and links to current consultations are published on the website using the Your Voice portal.</p> <ul style="list-style-type: none"> • The consultation team is part of the communications team to ensure its activity is linked with ongoing communications and ensure each consultation exercise can best meet its planned objectives. Consultation across the Combined Authority is increasingly managed using a calendar of planned activities. • The Combined Authority has arrangements to engage with all sections of the community including seldom-heard groups and businesses. District Consultation Sub-Committees and the youth forum consider transport matters and there is extensive engagement with business through the Committees and other mechanisms. An inclusive engagement strategy is in development in 2023-24. • The annual tracker survey seeks views on satisfaction with public transport and highways matters. • The West Yorkshire business survey asks employers about a range of subjects including skills and recruitment. • The consultation arrangements cover much of the public facing operational roles.
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Principle	Sub principles	Our actions and behaviours to achieve this:
<p>C. Defining outcomes in terms of sustainable economic, social, and environmental benefits.</p> <p>The long-term nature and impact of many of local government’s responsibilities mean that it should define and plan outcomes and that these should be sustainable. Decisions should further the organisation’s purpose, contribute to intended benefits and outcomes, and remain within the limits of authority and resources. Input from all groups of stakeholders, including citizens, service users, and institutional stakeholders, is vital to the success of this process and in balancing competing demands when determining priorities for the finite resources available.</p>	<p>We will: Define outcomes</p>	<ul style="list-style-type: none"> • The organisation’s business plans have been developed in parallel with the Combined Authority’s budget for 2023/24. The budget was signed off at the Combined Authority meeting on 2 February 2023, where the draft Corporate Plan on a Page and Directorate Business Plans on a Page were also considered. Each plan on a page also has a more detailed document underpinning it which clearly sets out each directorate’s priorities and outputs for the year ahead. Programmes and projects are assessed against the assurance framework with outcomes set and confirmed when they are approved to progress. Following initial endorsement at the Combined Authority meeting, the business plans have been refined further to ensure that equity, diversity and inclusion (EDI) implications are fully embedded within the plans to achieve the best outcomes for the people, communities and businesses of West Yorkshire. This is in line with the Combined Authority’s EDI vision, statement and framework to meet the standards set out in the Local Government Equality Framework. • The Strategic Leadership Board, Internal Leadership Board, Senior Management Team., Finance, Resources and Corporate Committee, Combined Authority, and LEP Boards receive performance monitoring reports at regular intervals based on the corporate plan which sets out clear KPIs that are outcome focussed.
	<p>We will: Provide sustainable economic, social and environmental benefits</p>	<ul style="list-style-type: none"> • The West Yorkshire Plan sets out our ambitious vision for the ongoing transformation of West Yorkshire and establishes our investment and decision-making priorities for how we will achieve this. The Plan sets the trajectory for the long-term up to 2040 and reflects development in the region through the devolution deal and the accompanying new powers and funding. • The Plan includes five missions that are aspirational and represent long term ambitions for West Yorkshire: <ul style="list-style-type: none"> ○ A prosperous West Yorkshire – an inclusive economy with well paid jobs

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		<ul style="list-style-type: none">○ A happy West Yorkshire – great places and healthy communities○ A well-connected West Yorkshire – a strong transport system○ A sustainable West Yorkshire – making lives greener○ A safe West Yorkshire – a region where everyone can flourish● State of the Region reporting will continue to provide the monitoring framework underpinning the West Yorkshire Plan targets and wider policies and strategies of the Combined Authority.● The West Yorkshire Investment Strategy sets out the funding priorities for the Combined Authority and the next iteration of the Strategy will speak to the West Yorkshire Plan’s ambitions. The Strategy is used to direct resources over an agreed ‘investment period’ building on policies and strategies agreed by the Combined Authority.
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Principle	Sub principles	Our actions and behaviours to achieve this:
<p>D. Determining the interventions necessary to optimise the achievement of the intended outcomes.</p> <p>Local government achieves its intended outcomes by providing a mixture of legal, regulatory, and practical interventions (courses of action). Determining the right mix of these courses of action is a critically important strategic choice that local government has to make to ensure intended outcomes are achieved. They need robust decision-making mechanisms to ensure that their defined outcomes can be achieved in a way that provides the best trade-off between the various types of resource inputs while still enabling effective and efficient operations. Decisions made need to be reviewed frequently to ensure that achievement of outcomes is optimised.</p>	<p>We will: Determine interventions</p>	<ul style="list-style-type: none"> • The strategic priorities of the West Yorkshire Plan shape the decision making of the Combined Authority and ensure interventions are prioritised to deliver the aims and objectives of the organisation. • The statutory Local Transport Plan – the Transport Strategy - sets out specific transport interventions and the planned outcomes. The format of decision-making reports to ensure that all relevant information is considered such as analysis of options and resource implications. Options are clearly defined and analysed to ensure decisions are based on the best possible information. • Project appraisal processes seek to ensure maximum value for money from investments. The assurance framework is applied to these projects and ensure that they are effectively assessed (in terms of analysis of options, resource implications and strategic outcomes) and evaluated before approval is sought to proceed and that outcomes are achieved.
	<p>We will: Optimise achievement of intended outcomes</p>	<ul style="list-style-type: none"> • The annual budget is prepared for scrutiny and approval by Members and published in line with agreed priorities and the medium-term financial strategy. Budget plans are shared in advance with partner local authorities. • The assurance framework provides the means to assess projects in terms of outcomes to enable a prioritisation of interventions.
	<p>We will: Plan interventions</p>	<ul style="list-style-type: none"> • The corporate plan sets out the planned interventions for the coming year. Longer term plans are included in detailed strategies contained within the West Yorkshire Plan. • Leadership team and Combined Authority and LEP Boards receive performance monitoring reports at regular intervals based on agreed actions and targets for the year.

Principle	Sub principles	Our actions and behaviours to achieve this:
<p>E. Developing the entity’s capacity, including the capability of its leadership and the individuals within it.</p> <p>Local government needs appropriate structures and leadership, as well as people with the right skills, appropriate qualifications and mind-set, to operate efficiently and effectively and achieve intended outcomes within the specified periods. A local government organisation must ensure that it has both the capacity to fulfil its own mandate and to make certain that there are policies in place to guarantee that its management has the operational capacity for the organisation as a whole. Because both individuals and the environment in which an organisation operates will change over time, there will be a continuous need to develop its capacity as well as the skills and experience of individual staff members. Leadership in local government is strengthened by the participation of people with many different types of backgrounds, reflecting the structure and diversity of communities.</p>	<p>We will: Develop the entity’s capacity</p>	<ul style="list-style-type: none"> • The Combined Authority has progressed a change programme designed to give greater transparency of senior accountability across key areas and a greater read across from job roles to key performance outcomes for West Yorkshire. It is anticipated that this process will be largely complete by end summer 2023 with the appropriate structures and leadership in place to lead the organisation effectively. • A training and development plan sets out how employees will be developed, and this is being progressed appropriately.
	<p>We will: Develop the capability of the entity’s leadership and other individuals</p>	<ul style="list-style-type: none"> • A Protocol on Member/Officer Relations assists both Members and officers achieve good working relationships in the conduct of Combined Authority business. • A Scheme of Delegation is in place and is reviewed annually in light of legal and organisational changes. • Officers are appointed using competency-based role profiles. Managers are required to set clear objectives including an equity, diversity and inclusion commitment, for each employee and to then measure their performance against these competencies and objectives. Appropriate training and support is provided to assist in meeting these. • There is a mandatory induction programmes for all employees and training for new members joining the Combined Authority. Health and Safety policies designed to protect and enhance the welfare of staff are actively promoted and monitored.

Principle	Sub principles	Our actions and behaviours to achieve this:
<p>F. Managing risks and performance through robust internal control and strong public financial management.</p> <p>Local government needs to ensure that the organisations and governance structures that it oversees have implemented, and can sustain, an effective performance management system that facilitates effective and efficient delivery of planned services. Risk management and internal control are important and integral parts of a performance management system and are crucial to the achievement of outcomes. Risk should be considered and addressed as part of all decision making activities. A strong system of financial management is essential for the implementation of policies and the achievement of intended outcomes, as it will enforce financial discipline, strategic allocation of resources, efficient service delivery and accountability. It is also essential that a culture and structure for scrutiny are in place as a key part of accountable decision making, policy making and review. A positive working culture that accepts, promotes and encourages</p>	<p>We will: Manage risk</p>	<ul style="list-style-type: none"> • A risk strategy sets out risk management arrangements that are embedded across all service areas and help inform decision making. This includes the risk appetite statement and risk management policy. • Arrangements for risk are kept under review by a Regulatory and Compliance Board (with representation from all Directorates) and the Member Governance and Audit Committee, with regular reporting to the Combined Authority and Finance, Resources and Corporate Committee. • Risk registers are developed for all projects, with the assurance framework ensuring these are properly maintained. Directorate risk registers have also been developed that are linked to team level registers and which enable risks to be escalated to the corporate register as necessary. • Business continuity arrangements are in place and are refreshed and updated. Incident response arrangements are also kept updated and tested. • An officer Health and Safety Committee ensures compliance with the Health and Safety at Work Act (HSAWA) and ensures a system is in place for the management of health and safety risks. • An internal audit team undertakes an annual programme of risk based audits and reports back on these to the Governance and Audit Committee. • The Mayor maintains a risk register focused on key risks associated with delivery of the Police and Crime Plan, and the working of the Policing and Crime Team. • Strategic risk is considered at the Mayor’s Good Governance Group which is attended by senior risk owners and the chair of the Joint Independent Audit and Ethics Committee
	<p>We will: Have strong public financial management</p>	<ul style="list-style-type: none"> • The Director, Finance and Commercial Services is designated section 73 Officer and ensures compliance with matters of financial regulation and control.

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<p>constructive challenge is critical to successful scrutiny and successful service delivery. Importantly, this culture does not happen automatically, it requires repeated public commitment from those in authority.</p>		<ul style="list-style-type: none"> The Chief Executive of the Combined Authority is the statutory Head of Paid Staff. Financial procedures are documented in the Financial Regulations and detailed procedures exist as required at an operational level within the central Finance team. Annual accounts are produced promptly and presented for external audit in accordance with statutory timescales.
	<p>We will: Manage performance</p>	<ul style="list-style-type: none"> Key indicators have been identified which support the corporate plan which sets out the actions required in year to deliver the corporate objectives. These corporate KPIs will be set at the start of each year and provide the framework for performance management. The Scrutiny Standing Orders provide for Scrutiny Committees to call in any Combined Authority decision. Throughout the year the Overview and Scrutiny Committees have a programme that they define and that enables it to consider policy and objectives before, during and after decisions are made. A Scrutiny Officer has been appointed to provide full support to this Committee. Agendas, minutes of the various Scrutiny meetings and any associated reports with recommendations to the Combined Authority are published on the Combined Authority's website. Contracts Standing Orders and Financial Regulations set out the Authority's arrangements and ensure that processes continue to operate consistently. These are updated annually.
	<p>We will: Have robust internal controls</p>	<ul style="list-style-type: none"> An annual report is produced by Internal Audit which provides an opinion on the Combined Authority's control environment, and a self-assessment of its arrangements against the public sector internal audit standards and CIPFA's guide to the role of the Head of Internal Audit. Financial Regulations ensures responsibility and controls over expenditure are clearly assigned. The Annual Governance Statement (AGS) is produced for inclusion in the annual accounts that are subject to review and approval by the Governance and Audit Committee.

		<ul style="list-style-type: none"> • The Governance and Audit Committee oversees the management of governance issues, internal controls, risk management and financial • reporting with the latter reported to every full Combined Authority meeting • The Governance and Audit Committee Terms of Reference are reviewed annually and revised to reflect professional bodies 'expectations and best practice.
	<p>We will: Manage data</p>	<ul style="list-style-type: none"> • Procedures for the effective, fair and lawful processing of data are set out in the Data Protection Policy and supporting information governance framework. The Combined Authority will be compliant with the requirements of the General Data Protection Regulation (GDPR) and Data Protection Act 2018 (Data Protection Legislation). • The Combined Authority's ICT policies control access to the network and data held on it, with information regarding the use of passwords and sharing of data set out. These policies have recently been reviewed and updated. • Effective information sharing is undertaken in accordance with the Data Protection Legislation and the Combined Authority's Data Protection Policy. • Data Subjects are informed why their personal information is being collected and how it will be processed (including when shared with other bodies) through the appropriate form of privacy notices. These processes have been updated in the light of the new requirements contained within the Data Protection Legislation. • Information Sharing Agreements are in place to document the sharing of information with other organisations. • Data verification and validation processes are integrated within systems and processes.

Principle	Sub principles	Our actions and behaviours to achieve this:
<p>G. Implementing good practices in transparency, reporting, and audit to deliver effective accountability.</p> <p>Accountability is about ensuring that those making decisions and delivering services are answerable for them. Effective accountability is concerned not only with reporting on actions completed, but also ensuring that stakeholders are able to understand and respond as the organisation plans and carries out its activities in a transparent manner. Both external and internal audit contribute to effective accountability.</p>	<p>We will: Implement good practice in transparency</p>	<ul style="list-style-type: none"> • Agendas, reports and minutes for Combined Authority and LEP Board's and formal committees are published on the Combined Authority website in accordance with statutory deadlines. • Adoption of the Transparency Code and a Publication Scheme providing information on the website regarding Combined Authority business, expenditure, and governance. The process for making Freedom of Information requests is clearly set out on the website. • The Combined Authority moved to the live streaming of Combined Authority meetings in 2017, and all committees are also streamed live. The LEP Board holds meetings in public with papers published online five days beforehand.
	<p>We will: Implement good practices in reporting</p>	<ul style="list-style-type: none"> • Annual Financial Statements are compiled, published to timetable and included on the Combined Authority's website. This includes the Annual Governance Statement (AGS) • The external auditor's report on the accounts is published on the website. • An annual business plan is published which also includes a review of achievements in the previous year.
	<p>We will: Provide assurance and effective accountability</p>	<ul style="list-style-type: none"> • The AGS sets out the Combined Authority's governance framework and the results of the annual review of the effectiveness of the Combined Authority's internal controls and governance arrangements. • An effective internal audit service is resourced and maintained. The team has direct access to members if required and provides assurance on governance arrangements via an annual report containing an opinion on the Combined Authority's internal control arrangements. • External Audit provides an annual opinion on the Combined Authority's financial statements and arrangements for securing value for money.

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		<ul style="list-style-type: none">• The assurance framework governing investment decisions is reviewed annually and compliance with official guidelines reported to government.• The Police & Crime Panel has oversight functions in relation to the Mayor's exercise of police and crime functions as the Police and Crime Commissioner (PCC), including reviewing the PCCs Police and Crime Plan, the Mayor's annual report on PCC Functions and the appointment of the Chief Constable.
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Report to: West Yorkshire Combined Authority

Date: 22 June 2023

Subject: **Members' Allowance Scheme**

Director: Alan Reiss, Chief Operating Officer

Author: Caroline Allen, Head of Legal & Governance

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

1. Purpose of this Report

- 1.1 To consider and approve the West Yorkshire Combined Authority's (the Combined Authority's) Members' Allowances Scheme (the Scheme).

2. Information

- 2.1 The Head of Legal and Governance Services has reviewed the Combined Authority's Members' Allowances Scheme.

- 2.2 The amendments proposed to the Scheme are as follows:

Integration of the LEP and Combined Authority's Allowances Scheme

Following the LEP integration, to ensure consistency and clarity, the LEP Remuneration and Expenses Scheme has been integrated into the Combined Authority's Members' Allowances Scheme.

Childcare and Dependents Expenses

A review has been undertaken of the level of expenses paid in relation to childcare and dependents. As an inclusive organisation, we are keen to remove any barriers preventing members from contributing to the democratic process and accordingly a change to the level of expenses is proposed to bring the hourly childcare rate in line with the UK Living Wage as determined

by the Living Wage Foundation. In real terms this will see the hourly rate increase from £7.65 per hour to £10.90 per hour.

The rate for other dependents will be claimable at the hourly rate charged by the Adult Services department for domiciliary home care.

The changes are reflected in paragraph 17, Schedule D of the Scheme.

Independent Members of the Governance and Audit Committee - Remuneration

In line with legal requirements, the Combined Authority has previously appointed two independent members to its statutory audit committee. To date, those members have been unremunerated. One of the independent members has the additional responsibilities of chairing the Committee. In recognition of the valuable contribution of those members to the work of the Committee, the time commitment to attend meetings, reading and researching papers and the responsibility of chairing the Committee, it is proposed that the independent members should be remunerated. Benchmarking comparisons have been made against what other combined authorities pay their independent audit members and the Police Joint Audit & Ethics Committees. It is recommended that remuneration should be set at:

Chair: £1,800 per annum (at a rate of £300 per day for 6 days work)

Member: £1,000 per annum (at a rate of £250 per day for 4 days work)

Schedule A of the Scheme has been amended to reflect this.

3. Tackling the Climate Emergency Implications

3.1 There are no tackling the 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 The Combined Authority is an inclusive organisation committed to ensuring equal opportunities for all. The increase in the level of allowance for carers is a positive step in ensuring inclusivity for members with caring responsibilities.

6. Financial Implications

6.1 The total amount payable in any municipal year in respect of allowances and expenses varies according to the number of members entitled to remuneration, and also to any expense claims made.

6.2 The budget implications of remunerating the two independent members of the Governance and Audit Committee is £2,800 per annum.

7. Legal Implications

- 7.2 The 2014 Order provides that no allowances, except in relation to travelling and subsistence, can be paid to the Members of the Combined Authority, except for the Mayor and Deputy Mayor (in specified circumstances).

8. Staffing Implications

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

9. External Consultees

- 9.1 In arriving at the proposed level of remuneration for carers, the Combined Authority have consulted with partner constituent councils and other combined authorities.
- 9.2 In arriving at the proposed level of remuneration for the independent members of Governance and Audit Committee, the Combined Authority have consulted with other combined authorities, the Police Joint Audit Committee and the LGA.

10. Recommendations

- 10.1 That the Combined Authority adopts the Members' Allowances Scheme attached as **Appendix 1** to this report, for the municipal year 2023/2024 as amended to reflect those matters set out at paragraph 2.2 above.

11. Background Documents

- 11.1 None

12. Appendices

Appendix 1: West Yorkshire Combined Authority Members' Allowances Scheme.

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Part 6

Section 6.1 – Members’ Allowances Scheme

West Yorkshire Combined Authority Members’ Allowances Scheme - Municipal Year 2022/23

1. This Scheme may be cited as the West Yorkshire Combined Authority Members’ Allowances Scheme and shall have effect for the municipal year 2023/24. It shall continue in force, as amended from time to time, until revoked or amended.

2. In this Scheme:

“Combined Authority Member” means a Combined Authority Member appointed in accordance with paragraph 1 of Schedule 1 of the West Yorkshire Combined Authority Order 2014, as amended by the West Yorkshire Combined Authority (Election of Mayor and Functions) Order 2021. For clarity, this includes the Mayor.

“Co-opted Member” means a person who is not a Combined Authority Member but who is co-opted to any committee or sub-committee of the Combined Authority¹.

The **“LEP Board”** means the Leeds City Region Local Enterprise Partnership Board.

The **“Chair of the LEP”** means the Chair of the LEP Board appointed pursuant to Article 10 of the Constitution.²

A **“LEP Board Member”** means a member of the LEP Board appointed in accordance with Article 10 of the Constitution, or their substitute.

“Independent Member” means a Member who is appointed by the Combined Authority pursuant to Section 28 of the Localism Act 2011 or Section 14 of the Combined Authorities (Overview & Scrutiny Committees, Access to Information and Audit Committees) Order 2017.

“Member” means a Combined Authority Member, a Co-opted Member, a LEP Board Member or Independent Member as defined above.

“Annual Meeting” means the Combined Authority’s annual meeting held each year.

¹ For the purposes of claiming travel and subsistence expenses and childcare/dependent carers’ allowances only, any reference to a Co-opted Member shall be taken to include any independent members appointed by the Combined Authority.

² Including the Deputy Chair whilst acting as interim Chair

3. This Scheme applies to the Mayor, all Combined Authority Members, Co-opted Members, the LEP Board Chair, and LEP Board Members.
4. **Schedules to the Scheme:**
 - Schedule A:** Allowances and Remuneration
 - Schedule B:** Approved Duties – Combined Authority
 - Schedule C:** Approved Duties – LEP Board
 - Schedule D:** Expenses

The Scheme

1. Introduction

1.1 This Scheme sets out the entitlement of:

- any Member, as defined above, to claim expenses incurred in carrying out their role, and
- the levels of remuneration applicable to the Mayor, Co-opted Members, Independent Members, and the Chair of the LEP.

2. Allowances

Mayor's Allowance

2.1 The 2021 Order enables the Combined Authority to establish an Independent Remuneration Panel ("IRP") which may make recommendations regarding allowances payable to the Mayor. The IRP must consist of at least 3 members, none of whom:

- (a) is also a Combined Authority Member or committee or sub-committee of the Combined Authority, or a Member of a Constituent Council; or
- (b) is disqualified from being or becoming a Combined Authority Member.

2.2 The Combined Authority may pay an allowance to the Mayor³, but only if it has considered recommendations made by the IRP for the payment of such an allowance. Where the IRP recommends the payment of an allowance to the Mayor, the Combined Authority may not pay an allowance to the Mayor which exceeds the allowance recommended by the IRP.

2.3 The IRP has recommended an allowance for the Mayor as set out in **Schedule A** which has been approved by the Combined Authority and is index linked to the National Joint Committee for Local Government Employees (NJC) index (the percentage annual cost of living salary increase as applied each year to staff). The increase to be applied annually reflecting the date of appointment of the Mayor.

³ The West Yorkshire Combined Authority (Election of Mayor and Functions) Order 2021 also provides for the Combined Authority to pay an allowance to the Deputy Mayor provided that the Deputy Mayor is not a Leader, or elected Mayor of a Constituent of Non-Constituent Council or the LEP Chair. No allowance is currently payable under this provision.

Co-opted Member Allowance

- 2.4** An allowance is payable to Co-opted Members as set out in **Schedule A**. Co-opted Member allowances will be increased yearly on 1 October with effect from 1 October 2023 index linked to the National Joint Committee for Local Government Employees (NJC) index or equivalent (the percentage annual cost of living salary increase as applied each year to staff).

Combined Authority Members

- 2.5** With the exception of the Mayor⁴, any Combined Authority Member (as distinct from a Co-opted Member) is only entitled to expenses for travel and subsistence, and no other allowances under this Scheme.

Chair of the LEP

- 2.6** The high-profile role of Chair of the LEP requires direct and pro-active leadership, and as such a substantially greater time commitment than that required from any other member of the LEP Board. It also carries specific responsibility under the assurance process for governance and transparency arrangements⁵. In recognition of this, the Chair of the LEP may be remunerated. Any remuneration to the Chair of the LEP will be approved and implemented by the Combined Authority, further to a recommendation by an Independent Remuneration Panel.⁶

The agreed level of remuneration for the LEP Chair is as set out in **Schedule A**.

No remuneration will be paid under this Scheme to the Chair of the LEP without:

- a dated invoice setting out the period in respect of which the claim is made, and
- a statement signed by the Chair of the LEP that they have complied with all conditions on the appointment letter which set out the basis on which their remuneration was agreed.

2.7 LEP Board Local authority representatives

- (a)** A member of the LEP Board who is a local authority representative (or their substitute) is not entitled to any expenses under this Scheme for carrying out any duty for which they may claim under their local authority's allowances scheme.

⁴ See footnote above in relation to the Deputy Mayor.

⁵ The Chair and the Combined Authority's Chief Executive are required to provide a formal assurance statement on an annual basis on the status of governance and transparency, as part of the Annual Conversation process with Government.

⁶ The Panel shall be constituted of the members of the Combined Authority's Independent Remuneration Panel together with one or more private sector representatives who are not members of the LEP Board with terms of reference to be agreed by the LEP Board.

- (b) For the avoidance of doubt, whether or not they are entitled to any such expenses or allowances under their local authority's allowances Scheme, no member of the LEP Board who is a local authority representative (or their substitute) is entitled to claim any allowance under this Scheme in respect of attending any meeting of the LEP Board.
- (c) Subject to 6(a) above, the Combined Authority may pay for travel and accommodation expenses for any local authority representative acting in their capacity as a member of the LEP Board, provided that this is approved in advance by the Combined Authority's Head of Legal and Governance Services and booked by the Combined Authority in accordance with the provisions of this Scheme.

2.8 One Allowance Only Rule

A Co-opted Member can only receive one allowance from the Combined Authority.

3. Travel Expenses

- 3.1 Subject to any exceptions or requirements set out in this Scheme, a Member, as defined above, engaged in any of the Approved Duties set out in **Schedule B** or **Schedule C**, as applicable, may reclaim any travel costs they incur, in accordance with **Schedule D**.

4. Subsistence Expenses

- 4.1 Subject to any exceptions or requirements set out in this Scheme, a Member, as defined above, engaged in any of the Approved Duties set out in **Schedule B** or **Schedule C**, as applicable, may reclaim any subsistence costs they incur, in accordance with **Schedule D**.

5. Childcare and Dependent Care Allowance

- 5.1 Subject to any exceptions set out in this scheme, a Member, as defined above, may re-claim any costs they incur provided the costs are incurred while engaged on Approved Duties set out in **Schedule B** or **Schedule C**, as applicable, and subject to the terms and conditions set out in **Schedule D**.

6. Implementation and Backdating of Recommendations

- 6.1 The allowances are implemented from the date of the Annual Meeting and paragraph 7 (Part Year Entitlements) applies.

7. Part Year Entitlements

- 7.1 The provisions of this paragraph shall have effect to regulate the entitlements of a Member to allowances where, in the course of a year, this Scheme is amended or that Member becomes, or ceases to be, a Member, or accepts or relinquishes the responsibilities of a role for which an allowance is payable.

- 7.2** If an amendment to this Scheme changes the amount to which a Member is entitled, then in relation to each of the periods:
- (a) beginning with the year and ending with the day before that on which the first amendment in that year takes effect, or
 - (b) beginning with the day on which an amendment takes effect and ending with the day before that on which the next amendment takes effect, or (if none) with the year

the entitlement to such an allowance shall be to the payment of such part of the amount of the allowance under this Scheme as it has effect during the relevant period as bears to the whole the same proportion as the number of days in the period bears to the number of days in the year.

- 7.3** Where the term of office of a Member begins or ends other than at the beginning or end of a year, the entitlement of that Member to any allowance shall be to the payment of such part of the allowance as bears to the whole the same proportion as the number of days during which their term of office subsists bears to the number of days in that year.
- 7.4** Where this Scheme is amended as mentioned in paragraph 7.2, and the term of office of a Member does not subsist throughout the whole, or any period mentioned in sub-paragraph 7.2(a), the entitlement of any such Member to an allowance shall be to the payment of such part of the allowance referable to each such period (ascertained in accordance with that sub-paragraph) as bears to the whole the same proportion as the number of days during which their term of office as a member subsists bears to the number of days in that period.

8. Renunciation of entitlement to remuneration or expenses

- 8.1** Any Member may by notice in writing given to the Head of Legal and Governance Services elect to forego all or any part of their entitlement to any expenses under this scheme.

9. Claims and Payments

- 9.1** A claim for travelling and subsistence expenses under this Scheme shall be made in writing **within three months** of the date of the duty in respect of which the entitlement to the allowance arises.
- 9.2** A claim for all expenses under this Scheme or any expense under any other provisions shall include, or be accompanied by, a **statement signed by the claimant** that:
- the claimant has incurred the expenditure shown on the claim,
 - the claimant has not made and will not make any other claim either under this scheme or to any other body or organisation in respect of the matter to which their claim relates.

- 9.3** No expenses will be paid under this Scheme without:

- (a) a **dated receipt**⁷ (except in relation to car mileage claims), and
- (b) in the case of **travel expenses**, the amount being in line with the requirements and restrictions set out in Schedule D, and
- (c) in the case of **subsistence expenses**, the amount not exceeding the maximum authorised by the Combined Authority in Schedule D.
- (d) in the case of **car mileage expenses**, that:
 - no suitable alternative public transport was available (claimant to provide explanation) or there were special circumstances (to be specified by claimant), and
 - it was not reasonable for the claimant to have travelled with another Member or officer (claimant to provide explanation), and,
- (e) in the case of travel expenses for **taxi costs** incurred, that it was not reasonable to use public transport (claimant to provide explanation) and that the Head of Legal and Governance Services has agreed this in advance where reasonably practicable.

9.4 Subject to any external timing constraints, payments shall be made:

- (a) in respect of **allowances and remuneration payable to the Mayor, Co-opted Members or Chair of the LEP** in instalments of one-twelfth of the amount specified in this Scheme on the last Thursday of each month.
- (b) in respect of **travelling, subsistence, childcare/dependent carers' expenses**, on the last Thursday in each month for all fully completed claims received by the end of the previous week; and
- (c) in respect of a large expense claim, suitable arrangements will be made where specially requested by the claimant concerned.

9.5 Where a payment of one-twelfth of the amount specified in this Scheme in respect of an allowance would result in the Member receiving more than the amount to which, by virtue of paragraph 7 (Part Year Entitlements), they are entitled, the payment shall be restricted to such amount as will ensure that no more is paid than the amount to which they are entitled.

10. Duplication of Allowances and Expenses Claims

10.1 No Member may receive an allowance or expenses from more than one authority in respect of the same duties⁸.

⁷ For avoidance of doubt, please note that this requirement applies in relation to costs incurred both in the UK and overseas.

⁸ The Combined Authority will withhold an allowance under this provision where an authority has confirmed that a Co-opted Member is carrying out duties for the Combined Authority in a capacity for which they are receiving an allowance from that authority.

11. Information Technology Equipment

11.1 The Mayor will be provided with IT equipment to enable the discharge of their functions. No other Member will be provided with IT equipment.

12. Publishing remuneration and expenses paid

12.1 This Scheme will be published on the Combined Authority's website.

12.2 A summary of remuneration and expenses paid under this Scheme each year⁹ will be published on the Combined Authority's website.

⁹ A year for this purpose is the financial year running from 1 April to 31 March.

Schedule A: Allowances and Remuneration

Mayoral Remuneration	(per annum)
Mayor	£106,837

Overview & Scrutiny Committee Co-opted Members	Allowance (per annum)
Chair	£7,341 ¹⁰
Deputy Chair	£1,296 ¹¹
Members	£648

Transport Committee Co-opted Members	Allowance (per annum)
Deputy Chair(s)	£13,731 ¹²
Transport Engagement Leads	£3,663 ¹³
Ordinary Members¹⁴	£2,616

Note: All of the above are index linked to the National Joint Committee for Local Government Employees (NJC) or equivalent (the percentage annual cost of living salary increase as applied each year to staff).

LEP Chair Remuneration	(per annum)
LEP Chair	£30,600

WYCA Independent Person(s)	Allowance
Annual retainer	£800 per annum
Allowance per conduct meeting (for each day or part day)	£220.19

¹⁰ Includes ordinary members' allowance of £648 p.a.

¹¹ Includes ordinary members' allowance of £648 p.a.

¹² Includes ordinary members' allowance of £2,616 p.a.

¹³ Includes ordinary members' allowance of £2,616 p.a.

¹⁴ Ordinary members do not include Transport Portfolio Holders

Independent Members of the Governance and Audit Committee	Allowance
Independent Member - Chair	£1,800 per annum
Independent Member	£1,000 per annum

Schedule B: Approved Duties – Combined Authority

The following are specified as an approved duty for purpose of the payment of travelling and subsistence expenses and dependents carers allowance:

- (i) A meeting of the Combined Authority, any committee or sub-committee of the Combined Authority or of any other body to which the Combined Authority makes appointments or nominations, or of any committee or sub-committee of such body.
- (ii) Any other meeting the holding of which is authorised by the Combined Authority, provided that it is a meeting to which members of at least two political groups have been invited.
- (iii) Meetings of a non-commercial, non-political and non-party political nature, (including with Ministers, Members of Parliament, European Members of Parliament, representatives of Government Departments and representatives of major companies who have an involvement in any matter relevant to functions of the Combined Authority) attended by:
 - a) a Combined Authority Member, or
 - b) any Co-opted Member who is the Chair or Deputy Chair of a relevant committee, or
 - c) any Co-opted Member who is a nominee of (a) or (b) abovein their capacity as a representative of the Combined Authority, for the purpose of discussing matters which relate to the functions of the Combined Authority or of a constituent or non-constituent council of the Combined Authority, or any other council in which the Combined Authority has an interest in the particular function involved.
- (iv) Conferences, seminars and study courses, only where the Head of Legal and Governance Services is satisfied that they represent value for money and are being held for the purpose of discussing non-political matters which relate to the functions of the Combined Authority or any functions of the local authorities in which the Combined Authority has an interest¹⁵.
- (v) At representative functions, official functions, responding to invitations to meet and/or address voluntary and other organisations, site visits and meetings with officers subject to the prior agreement of the Head of Legal and Governance Services.

¹⁵ By law, this provision does **not** extend to payment to any Member in respect of attendance at conferences convened by any body “the objects of which are wholly or partly political” (Section 175 Local Government Act 1972).

Schedule C: Approved Duties – The LEP Board

The following are specified as an approved duty for purpose of the payment of travelling and subsistence expenses and dependents carers allowance:

- (i) Meetings of the LEP Board.
- (ii) Subject to prior agreement by the Head of Legal and Governance Services that:
 - attendance is in the capacity **as a member of the LEP Board**,
 - the meeting represents **value for money**, and
 - the function or event is being held for the purpose of discussing non-political matters which relate to the **functions of the LEP**:
- (a) meetings of a non-political and non-party political nature, including with Ministers, Members of Parliament, European Members of Parliament, representatives of Government Departments and representatives of major companies, and
- (b) attending any of the following:
 - conferences, seminars and study courses¹⁶
 - representative function and events,
 - official functions and events,
 - responding to invitations to meet and/or address relevant organisations,
 - site visits, and
 - meetings with the Combined Authority or other Leeds City Region local authority officers.

¹⁶ This provision does not extend to payment to any member of the LEP Board in respect of attendance at conferences convened by any body, the objects of which are wholly or partly political.

Schedule D: Expenses

Travelling Expenses

1. Bus and Rail Travel

Members are expected to travel by bus or by standard class rail, or by bicycle. First class travel is considered acceptable only in the following circumstances and by prior agreement of the Head of Legal and Governance Services:

- Additional space and privacy are required during the journey in order to work or to enable confidential conferences to be held on the train.
- Where the cost of discounted first-class travel is less than that of the cheapest available standard class ticket.
- To avoid disadvantaging members when travelling with other organisations, or
- Any other special circumstances, which in the view of the Monitoring Officer, would justify first class travel.

Rail travel should be booked in advance through the Combined Authority to take advantage of discounted tickets and special offers.

Claims for car expenses will therefore only be paid where there is no suitable alternative public transport available or there are special circumstances.

2. MCard/Metrocards

Members of the Transport Committee and the Mayor are entitled to a MCard/Metrocard. Other Members are permitted to apply for an MCard but would be required to contribute a reasonable proportion to the cost to the Combined Authority of the card, in relation to the element of personal usage that could be made of it.

Where a Member holds a MCard/Metrocard, they should use this where reasonably practicable rather than other forms of transport.

When a Member ceases to be a member of the Transport Committee they must return their MCard/Metrocard.

3. Car Mileage Rates - the HMRC mileage rates from time to time in force

Approved Mileage Rates		
	First 10,000 business miles in the tax year	Each business mile over 10,000 in the tax year
Cars and vans	45p	25p
Motorcycles	24p	24p
Bicycles	20p	20p

4. Passenger Rates

Where a Member carries a passenger, they can claim the HMRC approved passenger mileage rate of 5p per passenger mile, in addition to the applicable mileage rates for motor cars.

5. Motorcycle Mileage Rates

24p per mile (indexed to HM Revenue and Customs approved rates).

6. Bicycle Mileage Rate

20p per mile (indexed to HM Revenue and Customs approved rates).

7. Taxi Travel

In rare circumstances (for example, cases of urgency or where no alternative mode of public transport is reasonably available), it may be necessary to travel by taxi. In such circumstances, the amount of the fare paid is reimbursable on production of a valid receipt. Where reasonably practicable, agreement should be sought in advance from the Monitoring Officer.

8. General Travel Expenses

To reduce costs to the Combined Authority, a Member should not travel independently where it would be possible to travel with another Member or officer.

A Member may claim specific reimbursement for expenditure incurred on tolls, ferries or parking fees as these are deemed to be additional to the basic car allowance rates.

Subsistence Expenses

9. Day subsistence rates are based on 'meals' taken with eligibility based on the time of the day the meal is taken and time away from home as set out below.

In each instance only the actual cost incurred may be claimed with the following being the maximum rates claimable:¹⁷

Day Subsistence Rates		
Breakfast allowance	£8.28	More than 4 hours away from normal place of residence before 11am.
Lunch allowance	£11.28	More than 4 hours away from normal place of residence including the period between 12 noon and 2pm.
Tea allowance	£4.54	More than 4 hours away from normal place of residence including the period between 3pm to 6pm.
Evening meal allowance	£14.09	More than 4 hours away from the normal place of residence after 7pm.

Note: The current total daily maximum subsistence claimable (£38.19) should not be disaggregated and applied to specific meals but a 24-hour maximum claimable to be spent upon subsistence as required.

10. Overnight Stays

All overnight accommodation should be booked and paid for directly through the Combined Authority taking advantage of any corporate rates and offers to seek out the most reasonably priced accommodation available, thus avoiding any claims for reimbursement. Where, exceptionally, this is not possible, actual costs will only be reimbursed where they are supported by receipts.

11. Overseas Travel

Members are entitled to claim reasonable expenses in relation to their journey and stay, reimbursable upon production of receipts. It is expected that the necessary travel and accommodation arrangements would be booked in advance through the Combined Authority in advance to take advantage of special rates and offers.

In the case of LEP Board Members only, the Chief Executive is also required to confirm that the member of the LEP Board's attendance at the overseas function or event:

- is in the capacity **as a member of LEP Board**,
- represents **value for money**, and
- is required to facilitate the proper promotion or safeguarding of Combined Authority interests.

¹⁷ These figures are reviewed annually in line with the rates applicable to, and published by, the Passenger Transport Forum for Non-Manual Employees of Passenger Transport Executives.

Note: In the case of travel abroad there are sometimes difficulties in obtaining receipts. However, for the reasons given above, reimbursement will only be available where receipts are provided.

12. Meals Provided Free of Charge

Members are required to deduct an appropriate amount from the subsistence expenses specified in the table above in respect of any meals provided free of charge by an authority or body in respect of the meal or the period to which the expense relates. Expenses cannot be claimed where a free meal has been provided.

13. Meals Taken on Trains

Where main meals are taken on trains during the period for which there is an entitlement to day subsistence expenses, the reasonable cost of meals (including VAT) shall be reimbursable in full. This will then replace the specific meal allowances set out above.

Childcare and Dependent Carers Allowance

14. Where a Member needs to engage a carer to enable them to carry out an Approved Duty, an allowance is payable in respect of the expenses of arranging for the care of:

- Members' children under the age of 14, or
- any dependents where there is medical or social work evidence that care is required.

The Approved Duties for which the dependent carers' allowance may be claimed are set out in **Schedule B** and **Schedule C**.

15. The allowance is subject to the following conditions:

- (a) The allowance is payable for the care of any dependent person within the claimant's household.
- (b) The allowance is only payable when the care is provided by someone who is not a household or family member.
- (c) The amount payable will be for the actual cost of care.
- (d) Payment will be made to the member, not the carer.
- (e) The claimant will be required to sign a declaration that they have complied with these conditions.

16. The maximum rates of such allowances are set out below and are subject to the Member observing the protocol on the claims procedure and eligibility criteria.

Childcare Element

17. For children under the age of 14:
- the real UK Living Wage, as determined by the Living Wage Foundation;
 - care must be provided by a registered child-minder.

Other Dependents Element

18. Maximum rate payable = the hourly rate charged by Adult Social Services for domiciliary home care.
19. For both types of care, there is a monthly cap of £100, regardless of type or number of dependents and receipts must be provided.

Document version control	
Municipal Year:	<i>2023-24</i>
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Date:	<i>22 June 2023</i>
To be of effect from:	<i>22 June 2023</i>



Report to: West Yorkshire Combined Authority

Date: 22 June 2023

Subject: **Scrutiny Annual Report 2022-23**

Director: Alan Reiss, Chief Operating Officer

Author: Hannah Scales, Scrutiny Support 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:	N/A
Are there implications for equality and diversity?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No

1. Purpose of this Report

- 1.1. To present the Combined Authority with the Scrutiny Annual Report summarising and highlighting the work undertaken by the three Scrutiny Committees during the 2022/23 municipal year.

2. Information

- 2.1. Each year the Combined Authority's Overview and Scrutiny Committees have produced an annual report which provides a summary of their activities in that municipal year including the topics they scrutinised and reviewed, the agendas for their meetings, any outstanding issues being monitored and their plans for the following year.
- 2.2. The Annual Reports are published and available to read on the Scrutiny section of the Combined Authority's website here: <https://www.westyorks-ca.gov.uk/about-us/governance-and-transparency/scrutiny/>
- 2.3. The Scrutiny Annual Report 2022/23 is attached at **Appendix 1**.

3. Tackling the Climate Emergency Implications

- 3.1. There are no climate emergency implications directly arising from this report, but the annual report includes a summary of the Transport & Infrastructure

Scrutiny Committee's consideration of decarbonisation in transport in which the committee scrutinised the Combined Authority's decarbonisation plans and the latest data on the likelihood of carbon emissions targets being reached by 2030 and 2038. This scrutiny took place in committee meetings, at the Mayors Question Time and in a specially arranged workshop.

4. Inclusive Growth Implications

- 4.1. There are no inclusive growth implications directly arising from this report, but the annual report includes a summary of the Economy Scrutiny Committee's consideration of economic growth and skills matters in which the committee scrutinised the Combined Authority's activity and KPIs in the context of inter-regional equity (or 'levelling up'), support for struggling business sectors and labour market challenges for certain groups in society such as over-50s, people from deprived areas, and young people.

5. Equality and Diversity Implications

- 5.1. There are no equality and diversity implications directly arising from this report, but the annual report includes a summary of the Corporate Scrutiny Committee's continuing oversight of the Mayor's Pledge on equality, diversity and inclusion (EDI) in particular the appointment of an Inclusivity Champion, progress on the EDI plan and progress of plans to consider social value in procurement.

6. Financial Implications

- 6.1. There are no financial implications directly arising from this report, but the annual report includes a summary of the Corporate Scrutiny Committee's continuing oversight and scrutiny of the budget and the Combined Authority's financial position, with a focus on risks, impact of inflation, use of reserves, efficiency savings, gainshare spending monitoring and generation of revenue.

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, but the annual report includes a summary of the Corporate Scrutiny Committee's consideration of staffing and workforce issues this year, with the committee scrutinising the Combined Authority's plans on its 'people strategy', new terms and conditions for staff, recruitment and retention challenges, and the annual staff survey - over two private workshops and a committee meeting.

9. External Consultees

- 9.1. No external consultations have been undertaken, but the report includes an overview of the Transport & Infrastructure Scrutiny Committee and Chair's

engagement with an external academic expert with regards to the accuracy of the bus real time information system the Combined Authority is responsible for maintaining.

10. Recommendations

- 10.1. That the Combined Authority notes the appended annual report summarising the work undertaken by the overview and scrutiny committees in 2022/23.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

Appendix 1 - Scrutiny Annual Report 2022/23

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Annual Report 2022/23

Overview and Scrutiny Committees

June 2023

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Introduction

This annual report provides a general summary of overview and scrutiny work undertaken during the 2022/23 municipal year and any conclusions and recommendations made.

What is 'Overview and Scrutiny'?

Overview and Scrutiny (shortened to scrutiny) acts as a check and balance to decision makers at the West Yorkshire Combined Authority, West Yorkshire Mayor and their partners. It holds them to account for:

- the policies they adopt
- the money they spend
- the services they provide

Scrutiny **investigates**, **influences**, **reports**, and **recommends** ways to strengthen policies, improve services, ensure best value for money and secure long-lasting positive outcomes for local people.

Although scrutiny does not have the power to make or block any decision of the Combined Authority (CA) or Mayor, it does have the power to:

- 'call-in' decisions and make a case for them to be formally reconsidered or changed
- oblige the Combined Authority to respond to its recommendations publicly within two months
- require any member (or senior officer) of the Combined Authority to appear before it

All scrutiny work is led by three independent, politically balanced group of elected councillors – the Corporate, Economy and Transport Scrutiny Committees.

Membership 2022/23

Our scrutiny function consists of three committees each with 16 cross-party councillors from across West Yorkshire (and 1 from York) who are 'backbenchers' – that is, councillors who are not members of the Combined Authority's 'cabinet' or main board.

The three committees are:

- **Corporate Scrutiny Committee** (chaired by Cllr Peter Harrand, Leeds, for the first part of the year and Cllr Geoff Winnard, Bradford, for the remainder of the year)
- **Transport & Infrastructure Scrutiny Committee** (chaired by Cllr Amanda Parsons-Hulse, Calderdale)
- **Economy Scrutiny Committee** (chaired by Cllr Richard Smith, Kirklees)

Note on substitute arrangements: Any member on a scrutiny committee may substitute for another member from the same council and party as them. If a member does not have a substitute 'pair' than they are able to nominate a personal substitute from their authority and party.

Corporate Scrutiny Committee

Chair: Cllr Geoff Winnard (2023 – present), Cllr Peter Harrand (2021 – 2023)

Deputy Chair: Cllr Geoff Winnard (2021– 2023)

Members 2022/23

District	Member	Substitute
Bradford	Cllr Alun Griffiths	<i>Cllr Aislin Naylor</i>
	Cllr Carol Thirkill	
	Cllr Geoff Winnard	
	Cllr Mike Barnes	
Calderdale	Cllr Brenda Monteith	
	Cllr Megan Swift	
	Cllr Moses Crook	
	Cllr Paul Davies	
Kirklees	Cllr Susan Lee-Richards	<i>Cllr Andrew Cooper</i>
	Cllr Jane Dawson	
	Cllr Peter Harrand	
Leeds	Cllr Paul Wray	
	Cllr Samantha Harvey	
	Cllr David Jones	
Wakefield	Cllr Betty Rhodes	

Economy Scrutiny Committee

Chair: Cllr Richard Smith (2021– present)

Deputy Chair: Cllr Chris Pillai (2022– 2023)

Members 2022/23

District	Member	Substitutes
Bradford	Cllr Aneela Ahmed	
	Cllr Bob Felstead	
	Cllr Zafar Iqbal	
Calderdale	Cllr Helen Brundell	
	Cllr Audrey Smith	
	Cllr Chris Pillai	
Kirklees	Cllr Richard Smith	
	Cllr Tyler Hawkins	
	Cllr Gwen Lowe	
Leeds	Cllr Gohar Almass	
	Cllr Colin Campbell	
	Cllr Sam Firth	
Wakefield	Cllr Isabel Owen	
	Cllr Ian Sanders	
	Cllr Tony Wallis	
York	Cllr Andrew Hollyer	

Transport & Infrastructure Scrutiny Committee

Chair: Cllr Amanda Parsons-Hulse (2021– present)

Deputy Chair: Cllr Andrew Pinnock (2022– present)

Members 2022/23

District	Member	Substitutes
Bradford	Cllr Joanne Dodds	
	Cllr Caroline Firth	

	Cllr Anna Watson	<i>Cllr Caroline Whitaker</i>
	Cllr Amanda Parsons-Hulse	<i>Cllr James Baker</i>
Calderdale	Cllr Tina Benton	
	Cllr Dot Foster	
	Cllr Andrew Pinnock	<i>Cllr Anthony Smith</i>
Kirklees	Cllr Harry McCarthy	
	Cllr Mark Thompson	
	Cllr Kayleigh Brooks	
Leeds	Cllr Robert Finnigan	
	Cllr Jessica Lennox	
	Cllr Stan Bates	
Wakefield	Cllr Tony Hames	
	Cllr Jackie Ferguson	
York	Cllr Ian Cuthbertson	

Chairs' Foreword



Cllr Geoff Winnard



Cllr Richard Smith



Cllr Amanda Parsons-Hulse

We are pleased to present the joint Scrutiny Annual Report for the 2022/23 municipal year. We have had another successful year investigating, influencing, and reporting ways to strengthen policies, improve services, ensure best value for money and secure long-lasting positive benefits for West Yorkshire.

In the municipal year of 2022/23, we dedicated some time to financial matters, particularly receiving detailed updates on budget and business planning, project / programme management and Assurance Framework processes amidst the inflation crisis. We were also presented with update reports on the new Integrated Corporate System and Cyber Security processes in this ever-changing digital world. We focussed on real time information, decarbonisation and looked at transport in planning in detail and looked at the Adult Education Budget, Business Enterprise Zones and the cost-of-living crisis's effect on workers and businesses in the region.

We each held successful Mayor's Question Times at each of our committees in which we questioned the Mayor on her decisions, policies and plans as they pertained to each of our committees' remits.

We would like to thank the members of our committees for their flexibility, commitment, and hard work this year and sincerely hope most of them are nominated again next year so we can continue our work.

We would also like to thank officers, as always, for their continued support, comprehensive reports, and invaluable contributions and advice in meetings and behind the scenes.

We would also like to take this opportunity to invite the residents of West Yorkshire to provide suggestions of topic areas in line with our Terms of References to be scrutinised in the coming year. Contact the Scrutiny Team: Scrutiny@westyorks-ca.gov.uk

Councillor Geoff Winnard
Chair, Corporate Scrutiny Committee

Councillor Richard Smith
Chair, Economy Scrutiny Committee

Councillor Amanda Parsons-Hulse
Chair, Transport & Infrastructure Scrutiny Committee

Work Programme 2022/23

Each Scrutiny Committee determines its work programme at the beginning of every new municipal year in July when members choose which issues from previous years to revisit and those coming up in the year ahead, they want to look at in more detail.

The Combined Authority supports scrutiny’s work programming by outlining the key pieces of work and significant decisions planned or expected throughout the year.

Every year the Combined Authority agrees a **Corporate Plan**¹ which outlines its ambitions and targets. Seven key areas of focus for 2022/23 were:

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.

Summary of 2022/23 Work Programmes

Committee	Topics
Corporate Scrutiny	<ol style="list-style-type: none"> 1. Inflation & Budget + Business Planning 2023/24 2. Social Value in Procurement 3. Workforce and staffing 4. Assurance Framework 5. Integrated Corporate System 6. Cyber Security
Transport Scrutiny	<ol style="list-style-type: none"> 1. Bus Service Improvement Plan (including real time information) 2. Decarbonisation 3. Transport Consultations 4. Transport in Planning 5. Freight: Rail and Waterways 6. Affordable Housing
Economy Scrutiny	<ol style="list-style-type: none"> 1. The state of the economy and cost of living crisis for businesses 2. Adult Education Budget (AEB) 3. Labour Market Assessment 4. Economic Strategy 5. Business Spaces and Enterprise Zones

¹ <https://www.westyorks-ca.gov.uk/media/8649/new-corporate-plan-2022-23.pdf>

All information correct at time of print (June 23)

2022/23 Highlights

This section briefly outlines some topic highlights from each scrutiny committee in 2022/23.

Corporate Scrutiny Committee

Inflation & Budgets

- 1. Risks and uncertainty around funding for tendered bus service:** wider budget pressures from cost increases affecting the level of funding available for existing tendered services and cuts of commercial services by bus operators.
- 2. Initial assumptions around inflation level:** In November/December 2022, the CA Members took the decision to operate under an assumption of 2% inflation, which was in line with similar analysis by most Local Authorities, generally based on then Bank of England estimates. The Committee noted that Scrutiny felt last year that, despite pressures on the revenue budget, a 2% assumption in the pay award was unrealistic and a 4% assumption might have been more accurate.
- 3. Gainshare and inflation:** Gainshare was not inflation indexed (this was a government decision when devolution was agreed) and this was a risk, so it would lose its initial value over time at a minimum of 2% a year (based on historic average of inflation). In light of recent inflation rises, this loss of value has accelerated at an alarming rate – a rise in inflation of 10%, as predicted this year, would essentially wipe off nearly £4m in funding a year from now on, and it is only the first year of Gainshare funds being available to the CA.
- 4. Possible cancellations of capital programme schemes:** The CA, was reviewing all schemes to determine the effect inflation costs have had on them and whether they are still viable. The current intention and plan was to avoid cancellation of projects – especially strategically aligned projects – and instead, reprioritise their position in the pipeline. The ultimate decision on whether schemes were cancelled would be made by the CA Members in a public meeting.
- 5. Reserve funds strategy:** It is not the CA's current policy to use reserves (or Gainshare) to 'plug' any gaps in general revenue spending e.g., corporate running costs or staff salaries. Reserves would generally only be used in 'emergency' type situations on a temporary and contained basis.
- 6. Consultation costs and 'Value for Money':** The 'not insignificant' cost of consultations was noted by the Committee and in the context of increasing costs and possible cancellation of schemes, any consultations for schemes that have not yet progressed could be cancelled, or delayed, to save on those costs until the fate of the wider capital programme is clearer.
- 7. Monitoring efficiency of contractors and suppliers:** It is a "double edged sword" when suppliers are profiting 'too much' from a contract as it calls into question value for money for the authority, but if they are struggling it calls into the question the quality of their service or overall business model.

Inclusive Procurement

- 1. Additionality:** It was difficult to ascertain exactly where the additional social value was being obtained in the examples given in the report. In one example of the rebrand contract, a social value of 44% of the contract's value was quoted due to the supplier engaging in equality and diversity (EDI) initiatives. It was felt that commitments of that nature amounted to a lack of additionality as the companies would be engaging in those things anyway, even without the contract.
- 2. Notional nature of the calculated 'Social Value':** The fundamental nature of the concepts behind determining social value meant that values were very notional and could be difficult

for people to understand and reconcile, especially when compared to the approach taken by some local authorities which simply asked for a direct financial contribution to a pooled social fund.

3. **Additional real value cost to the CA and suppliers:** Even if the 'social value' is notional, the Social Value Portal and TOMs system nonetheless have a real cost in running and administering them – both for the CA and for the businesses.

Budget, Business Planning and Workforce 2023/24

Staffing, vacancies, and business plans:

1. The current Staff Terms and Conditions under negotiation are outdated and the Combined Authority is in the process of moving towards a more flexible and agile approach to work, in terms of location and hours, which the new proposed Terms and Conditions intend to reflect.
2. The savings generated from job vacancies has been set at £3 million, an increase compared to previous years. A vacancy management policy is in place which intends to encourage more consideration when deciding to replace leavers like-for-like. It was important to match the business plans to ensure there is sufficient resource.
3. The Combined Authority is reviewing business plans against resources. Where additional resource for delivery was required, it would be signposted in the business plan and remain under review.
4. Some teams such as Consultation and Engagement involve shared services. There had been discussions regarding shared services in internal audit and treasury management which had been done previously on a smaller scale.

Integrated Corporate System (ICS) and financial information:

1. Budget holders conduct monthly reviews to identify any risks, concerns and compare the actual spend to the forecasted budget.
2. The new integrated finance system scheduled to go live before 1 April 2023, would allow for a more robust way of live monitoring of budgets, enabling everyone access to collected financial information on demand.

Budget setting process:

1. It was confirmed that there were conversations taking place between the Combined Authority and the five partner authorities at political level and officer level with regards to the budget and common budget pressures.
2. Although all finance directors aspire to a 3-year medium term financial forecast, in the current climate, no-one had budgets balanced beyond next year.
3. The general approach to setting the budget was finding something that worked for the next year and then starting work on the future year's budget balance.

Inflation:

1. The inflation assumptions made in this year's budget were 10% for bus spending, 4% in pay award and staff salaries, and around 5% in operating costs of schemes and projects, and most service areas.
2. Inflation, particularly on capital programs remains a concern, and there was a recent large review of all capital programmes, and adjustments were made to various phases of various programmes to make savings which puts the Combined Authority in a better financial position.
3. It was not ruled out that Gainshare could also be used to support borrowing costs and as capacity funding.

Service provision & prioritisation:

1. The delivery of the Combined Authority's statutory concessionary travel scheme must be prioritised.
- All information correct at time of print (June 23)

2. The Combined Authority's biggest spend was on transport through the transport levy (also the main source of income) which would have to be assessed to see if things could be done more efficiently.
3. It was confirmed that bus franchising was under consideration and work is underway to work towards it through the statutory process.
4. Bus tendered services were considered a concern. As pressure on the budget builds, it gets more difficult to fund these services and issues in the commercial bus market is increasingly putting pressure on the Combined Authority to subsidise more and more socially necessary services.

Capital Projects:

1. Government does pay at the start of the year for projects scheduled to be completed later in the year. This was described as positive spot in the budgeting process due to it being a temporary position.
2. There were treasury management arrangements in place and the Combined Authority put money on deposit to get a return and defer borrowing as long as possible to manage cash to best effect.
3. It was proposed in December 2022 that a sustainable level of bank interest in the budget was set, and the excess put into a capital reserve to support projects.

Operational Income:

1. There was a large decrease in operational income from the coming financial year combined to two years' time. Some of this was bank interest because it had increased this year, which continues to increase next year and falls away in the following year. There was also a range of other grants included, such as government grants towards bus which would fall away as well.

Office Accommodation:

1. The Combined Authority had one office building, Wellington House, where all office-based staff were managed.
2. The building had less desks to the number of staff and collaboration space, there would be hotdesking. Usage of the building was being monitored including setting meetings to maximise the space. Hybrid working would continue to be encouraged, employees enjoyed hybrid working and it was also considered attractive in recruitment.

Business Plans and Budget 2023/24

Budget update

1. **Funding Gap:** Members asked questions around how the £462k funding gap previously reported had been closed.
2. **Risk and Vacancy Savings:** The pay award had been set at 4% in line with all five West Yorkshire local authorities. It was likely that the CA would over-achieve on the vacancy saving set which would help to offset any increase in salaries above that budgeted figure. Longer-term vacancies are not carried indefinitely, they are considered further – whether the post was still required in its original capacity, why the post might not be attracting the right people, etc.
3. **Transport Levy (the levy):** The CA worked in partnership with the Districts, for the good of the region and a decision on the approach to the levy is made collectively taken the wider matters into account.
4. **Bus-tendered Services:** The CA had a general duty around bus-tendered services as opposed to a statutory one; therefore, members could decide not to support the network in part or in full which would cause challenges. Despite most areas of spend more straightforward to forecast, bus tendered services are currently very volatile.
5. **£2 Mayor's Fare:** The government scheme of the £2 fare did not apply for the majority of West Yorkshire, with the local Mayors Fares (intended to be for 3 years) being a different scheme set up

well in advance of the government's one. The intention was to encourage increased patronage and in turn produce increased revenue.

Business Planning

1. **Accountability:** The Directors were accountable for the delivery of the business plans. The business plans were centrally monitored through the reporting of Key Performance Indicators and exception reporting on outcomes.
2. **Pressures and Resource:** Members questioned whether the business plans were realistic with pressures on resource and heard that the Directors had signed up to the business plans and therefore one could only assume Directors were confident the plans could be delivered. The main concern was around how much confidence the CA could have in the stability of the workforce.
3. **Workforce:** The certainty of delivery was heavily dependent on staffing levels. With the current staffing level, the business plans could be achieved but it was important that this was monitored regularly. The CA had been proactive in recruitment and there had been an increase in responses to job adverts.
4. **Social Value and Carbon Impact:** The Commercial Team had different tiers for procurement, teams were allowed to process smaller procurement independently. The CA aimed to have social value integrated into infrastructure schemes and therefore brought the value of the contract as low as possible. The £60k cap was deemed the lowest value that the CA could set where it was insisted that social value was included in the contract.

Assurance Framework

1. The main change in this year's framework was the approach to evaluation because there was now an Evaluation Team in place at the Combined Authority to oversee that part of the process.
2. A peer review had been set up with other Mayoral Combined Authorities so that they can review each other's frameworks and processes and learn from each other.
3. The Combined Authority found that the main frustration reported to officers reviewing the Assurance Framework was the number of forms and work that promoters felt they needed to do to get through the process.

Integrated Corporate System

1. The project had been delayed due to the interpretation and understanding of how parts of the payroll processing worked. The CA had a good relationship with the contractor but had held a hard line, payments had been held and the contractor was owed a significant amount of money which would not be paid until work was completed up to standard.

Staff Survey 2022 Results

1. In a private workshop the committee received a presentation which gave an overview of the staff survey results.

Cyber Security

1. In a private workshop the committee received an update report which provided details on the CA's current position regarding cyber security and ICT resilience.

Economy Scrutiny Committee

Labour Market Evidence

1. **Unemployment Claimant Count:** Through inferences, national data was not showing a severe impact due to the cost-of-living crisis at the current time. The claimant count had continued falling since early 2021, albeit remaining higher than pre-pandemic levels.

- 2. Labour Shortages and Apprenticeships:** Around 20% of employment in West Yorkshire was public sector and pay was rising by around 2% as opposed to the private sector 7% average increase. There is a growing demand in higher skilled areas such as digital and ICT, and most of the job growth has been in hospitality and service roles which reopened after COVID. Some 'semi-skilled' roles such as secretarial support are also in decline and struggling to recruit.
- 3. Minority ethnic groups assessment:** The CA is due to publish a report analysing the labour market in the context of minority ethnic groups, in order to determine qualification, employment and attainment in these communities and where some groups perform better than the majority and where some groups perform worse.

Current Programmes for Young People

- 1. Source of Funding:** The Combined Authority delivers programmes and commissions employment and skills provision to support employers and adults some of which is funded through devolved sources, and some externally funded including by Department for Education, Careers and Enterprise Company and Department for Work and Pensions.
- 2. NEETs and School Engagement:** The proportion of NEETs (Young people not in education, employment, or training) was higher than the national average at 8% in Leeds. Young people with educational and mental health needs were more likely to be NEETs. Most businesses were keen to engage with students and young people but did not know how and the challenge is identifying these businesses in order to link them into existing engagement networks.
- 3. 'Future Goals':** The 'Future Goals' platform was explained, with over three million users (including schools) the website had a sizeable reach.
- 4. Apprenticeships:** The challenge of gender stereotyping in apprenticeships was discussed, and the importance of engaging with young people at an earlier stage to negate this.

Adult Education Budget (AEB)

- 1. AEB Background:** The Combined Authority has had the AEB (£65 million annually) since August 2021 which was the underpinning budget for adult education in West Yorkshire. Approximately £62 million had been used, however, the remaining funds stood and could be reinvested in future.
- 2. Funding:** The allocation process was described as demand led and based on pre-calculated amounts, which is why Kirklees, for instance, receives much less than Leeds. The previous allocations and system were retained in order protected the stability of the system and a review of the system of funding which might possibly result in retargeted funding in future is under discussion.

Future Employment and Skills Programmes

- 1. Skills for Growth Scheme:** The Skills for Growth scheme aimed to connect small and medium sized business owners with the region's 'top talent' such as local schools, colleges, and universities. This aimed to assist access to apprenticeship, graduate and intern opportunities that meet business needs.

Economic Plan

- 1. Other overlapping plans / strategies:** There is a concern that, with too many plans and strategies, the CA may struggle to monitor attainment of them effectively, and that many of them may overlap. The current plan was to review all existing plans and strategies as part of a new approach wherein a new encompassing 'West Yorkshire Plan' acts as an apex of a suite of strategies which all feed into its overall goals – the Economic Plan will sit below that.
- 2. Alignment between councils and districts:** A task and finish group of each of the councils had been established, and close work was being undertaken by relevant policy leads and directors in each council and the CA. The final Plan will be reviewed, and approved by, the LEP Board and

the CA's Business Committee which include senior representation from each council, alongside private sector business representatives to represent various areas and sectors.

- 3. Challenge of carbon emissions and inclusivity:** The Plan includes a goal for the economy to become carbon neutral by 2038 and ensure benefits are felt by all in an inclusive way, including by creating 'good jobs' not just jobs. A review of the entire economy was underway to assess where such support might be necessary to promote less carbon emissions and better paying jobs, debates about a 'circular' and sustainable economy are ongoing, and the biggest employers in the region are the councils and the NHS.
- 4. Necessity of financial and infrastructure investment:** It would be a challenge to achieve the most positive projections of economic growth without enough investment in key infrastructure, such as transport, and in skills and education, which would not be within the CA's current purview, instead relying on funding from the central government. In WY, the levels of national investment and subsidies in the region is understood to differ by area, with Leeds understood to be subsidised at ten times the rate that the next area Bradford is, according to ONS data seen by Members.

Business Spaces and Enterprise Zones

- 1. Success and performance of Enterprise Zones (EZs):** The 2017 EZs sites have not yet had the time to impact job creation as expected, with an estimated one-third of expected jobs currently created. The evidence suggests that where authorities can help unlock the stalled EZs sites, investment and the private sector does follow. The oldest, and most successful EZ site, Leeds Aire Valley, took a while to develop but is now fully built and filled. One area of challenge was that the original vision of attracting *advanced* manufacturing has only succeeded in pockets.
- 2. Level and use of business rates income:** EZs include both business rates relief up to £250,000 for five years for businesses based in them by March 2022 and allow WYCA to retain any business rates revenue generated thereafter until 2042. The projections for business rates revenue were last completed in 2020 when LGF funding was coming to a close and is currently around £2.5m income per annum. To date this revenue was redirected into supporting core business support services at the CA. The LEP has strategic oversight of the EZs, and it is understood that the government may reform LEPs further in future, but this should not have a negative impact as the CA acts as the accountable body for both the LEP and for retained business rates.
- 3. Demands for space and offices in the region:** Further research is still needed to determine exactly what business needs are with regards to space and if it is suitable for them to expand into and why they have or have not expanded – in addition to further work to identify all available spaces across the region. Demands for office space has changed since the pandemic and it is not yet clear what the long-term effect is, as it is a complex picture. There is still the challenge of businesses seeking to move into the region preferring Leeds city centre spaces, but big developments in other council areas such as Bradford's One City Park has shown that there is growing demand for space there too.

Transport & Infrastructure Scrutiny Committee

Bus Service Improvement Plan (with focus on real time information)

The Director provided a verbal update on the £70m awarded through BSIP; half of which must be used on fares, and the other half on network improvements not related to fixing COVID-related issues.

- 1. RTI as an important BSIP priority:** RTI is a key part of BSIP and a key element of having a reliable and customer focused bus network. This is highlighted in BSIP as part of a 'whole journey approach', of which RTI was one aspect of which RTI was one aspect as part of a wider overarching vision. It was also necessary to ensure that information systems such as RTI are in good working order ahead of the Mayor's £2 fare.

2. **RTI system used by the CA:** The RTI system used by the CA is one of the biggest in the country and in use across greater Yorkshire area, covering over 36,000 stops and 3,000 vehicles, to supply data to 2,500 stop displays (and apps) in West Yorkshire. Objectively, it is claimed that the RTI system in Yorkshire is one of the most efficient. It is funded by the CA and local authorities jointly, costing around £180,000 a year. The system works in three stages, data input, processing, and data output– errors in any of these three stages will result in any inaccuracy that is noticed.
3. **Dr Hanson’s research on inaccuracy and subsequent changes:** Dr Hanson at Leeds University conducted and published a piece of research over the summer which appeared to show that the times being displayed were very different from the actual times of buses arriving. This discrepancy in relation to ‘cross journey predictions’ was also noticed by technical staff at the CA and was subsequently corrected, in liaison with the supplier of the system with staff confident it had been fixed. Dr Hanson had agreed to rerun his research in order to see what changes the technical correction had led to on publicly displayed information.
4. **Dangers of being ‘too accurate’ and comparisons to other GPS location services:** Peoples’ expectations today are based on their experience with other services, such as ‘Uber’ and food delivery, which show accurate GPS based location data – so they rely on it and expect it to be accurate. The main difference between the GPS data and the bus RTI system is the timetable and the need to process the data with that in mind – the displayed time is a prediction comparing an average of where the bus is against where it should be in line with the timetable. While unreliability is not justified, there is a danger in being too reliable and traffic conditions creating a situation where the displayed time changes wildly from 10 mins to 5 mins due to traffic, leading to the same problem of perceived inaccuracy.
5. **Bus Operators providing accurate and frequent data:** The quality of the data output onto the boards and apps, relies on the quality of the data inputted into it. Currently the information is supplied through the ticket machines with a location ‘ping’ every 30 seconds. It can be argued that receiving this data every 15 seconds would improve RTI accuracy, but there is a limit on frequency so there is a balance to be had. There is a wider question of how well the CA engages with bus operators and how it can ensure that the right level of data is provided at the right frequency.
6. **Timetable accuracy, accountability, and penalties for non-compliance:** It is the bus operators’ obligation as part of their licensing agreement to supply accurate data, especially about delayed or cancelled services. It is common for the reliability of a service to deteriorate throughout the day, as delays accumulate – which effects accuracy of RTI. Although the CA can fine operators for not running contracted services, the CA has no influence on accountability of commercial services not running. The Combined Authority has an agreement with bus operators in place to try and limit the number of times the bus timetables change during each year for the betterment of the wider system.

Decarbonisation

Net Zero Targets and Carbon Impact Assessments:

1. The net zero targets are different at different levels (WYCA 2038, Leeds City Council 2030, and National Government 2050) but all a common methodology for carbon impact assessment (CIA), across all schemes.
2. Concerns were expressed that the CIAs in the Mott Macdonald report appeared to show that carbon emissions had not been reduced to date. Officers confirmed that, according to analysis, the Combined Authority was on target to achieve the 2030 target – though a lot of work is still needed between then and now.

Behaviour Change & Young People:

1. In addition to work undergone by local authorities and the national government, every person in the region would need to be a part of any long-term reduction in carbon emissions through changed habits.

Bus Service Quality and Transport Emissions:

1. Transport, roads, and cars is one of the biggest emitters of carbon in the region, at nearly half of all emissions.
2. Despite Combined Authority initiatives subsidising bus travel, as long as services remain unreliable or are reduced, patronage will not rise to the level needed to meet net zero targets. Bus services are still struggling and facing persistent issues with workforce and reduced patronage which has not been replaced following the pandemic.
3. Other historic structural challenges in the bus network also remain and are exacerbated by the reduced income and investment from reduced patronage.
4. The CA is intervening where it can, within a deregulated and commercially controlled bus network, for instance, to procure and roll out electric buses and other measures which seek to reduce the carbon footprint of bus services. The technology is still in its infancy but is progressing with time.

Energy Generation and Natural Environment:

1. Officers were assured by the National Grid that the system can withstand this increase in use.
2. Offshore and onshore wind is the cheapest form of electricity to in principle, but currently the cost of wind and other cheaper sources are tied to the price of gas, which makes them more expensive in practice. Discussions have been taking place nationally to decouple renewable energy prices from gas in order to incentivise its uptake further.
3. Some members also shared concerns with the definition of renewable energy, considering some power stations have reverted to burning wood which has a large carbon footprint and also affects the wider sustainability of the environment, as defined by the UN other goals related to natural environment, such as trees and animal habitats.

Transport Consultations and EDI

Seldom heard groups and local communities:

1. Asking personal questions within the consultation process helped the CA understand the communities they served and more importantly identify hard to reach communities and seldom heard groups.
2. EQIAs completed at the start of every consultation helped towards identifying seldom heard and accessibility groups so that the CA could reach out and involve said groups in the co-production of designs.

Promotion of Consultations:

1. The CA wanted to increase its co-production and co-produce plans with communities although this did make the process lengthier. There was a new section of the Consultation and Engagement Department, the new Communities Engagement Team which was solely responsible for making connections with communities face to face. The CA aimed to encourage neighbourhoods and communities to promote consultations through word of mouth, utilise social media and make it easier for the general public to promote consultations.
2. It was clarified that social media was used as a tool to promote consultations but was not as yet used to analyse data. Comments were not used as part of the consultation.

Representativeness of Your Voice and consultations:

1. There were 3000 people registered to 'Your Voice' compared to the 2.3 million population of West Yorkshire. Members questioned whether this was an accurate sample of the general public. The CA contacted specific groups through Your Voice through categorisation for relevance. Conversion rates were being looked at and the CA was hoping to involve more young people in the consultation process and converting clicks into responses.

Answering questions and tackling conflict:

1. Important that a 'two-way' street was created where members of the public could ask questions with ease. If a few members of the public asked the same questions we can deduce that it something that may need looking into. All the data collected helped to support proposals.

Remuneration of consultees and possible future methods of engagement:

1. There was not currently a consulting fee/renumeration, resource and funds was always going to be an issue for the CA in terms of paying particular groups for their views.
2. There was the suggestion that the CA created various panels such as a young person's panel or disability panel that in the future could be a paid for resource.

Transport and Planning

Reactive vs proactive comments in planning applications:

1. The Combined Authority was a non-statutory consultee on planning applications. This position is resource efficient as it allows us and partners to identify the circumstances where consulting us adds value. The CA provided two types of response, a view on alignment with policy and where funding for transport measures /infrastructure was sought.
2. Applications were monitored and judgements made on which applications would provide an impact and therefore trigger the CA to provide a response. The CA created a developer guide, an online tool that indicated the types of applications that the CA would engage on and scale of interventions that the CA might request as a result of a new development.

Developer leverage, their wants vs community needs in terms of transport link:

1. Historically, take up of the residential metro card scheme and wider incentive schemes had fallen short of expectations in some locations, so these were continually kept under review.

Progress of promised devolution planning powers:

1. Planning powers were included in the 'minded to' West Yorkshire devolution deal but due to the national reforms to the planning system these were not carried forward in the devolution Order. A letter from the Minister for Regional Growth and Local Government proposed that these powers (or equivalent) will be conferred 'when the position is clearer.
2. There remained uncertainty around national planning reforms, and the government's position on the role of Combined Authorities in strategic planning. The CA responded to the partial National Planning Policy Framework consultation in the previous week.

3. There were currently 5 local plans and the CA's role was to support those local plans in coming forward and ensuring that cross-boundary implications were considered.

Inclusive growth element and overlap with other policy areas:

1. The importance of inclusive growth running through all aspects of planning was emphasised, ensuring transport links, amenities and access must be considered.
2. The Spatial Priority Area work included looking at the most strategic locations in our region where there was likely to be significant change, infrastructure in these locations would need to be planned in a coordinated way.
3. The CA worked jointly with district partners and there were some areas of service provision that sat wholly with partners. The CA hoped that the funding being put together to do active work around Spatial Priority Areas would help to drive delivery in some locations with the CA playing a more active role in partnership with Local Authorities.

Active travel in planning applications:

1. Active travel such as cycling and walking infrastructure were included in the Combined Authority's responses to planning applications where appropriate.

Assurance process:

1. It was important the Assurance Process had a level of rigour which was not always popular as projects sometimes had to be brought through at pace. When the authority became a CA there was a lot more devolved money responsibility from the government to ensure delivery of the 'right' projects efficiently and effectively. This also meant that it was imperative an efficient assurance process was in place.
2. Internally processes included an Appraisal Team which reviewed internal and partner projects/business cases against an intensive set of criteria. Commentary was also provided as to whether projects were good to move forwards for approval.
3. There had been 150 projects in January to March 2023 thus far.

Freight: Rail and Waterways

The Chair shared evidence that uptake in water freight reduced carbon emissions necessary to meet the net zero target and brought the committees' attention to the 500-tonne capacity barge, the 'MMS Off-Roader' which had been transporting marine aggregate from ABP Humber's Albert Dock in Hull to Knostrop in Leeds.

Waterways forgotten about in strategy, especially when compared to other nations:

1. The Director for Transport Policy and Delivery recently attended the Transport for the North Conference in Newcastle which included a session on freight. It was interesting that the main focus was on freight by rail. As well as freight by rail, the CA had also been looking into the use of waterways.

Freight's inclusion in "Local Transport Plan 4" (LTP4):

1. There was ongoing work regarding in relation to freight, the LTP4 was currently in development although the CA was awaiting guidance from the Department for Transport (DfT). Consultation around the LTP4 was expected in the coming Autumn.
2. The CA was looking at the 'first and last mile' in particular, and how we could make better use of other ways of getting deliveries into towns/cities without using road vehicles.

Reopening of old railway lines for freight:

1. There were challenges around use of rail lines for freight in some locations where there were clear bottlenecks between freight and passengers.
2. Freight lines would be looked at through the LTP4, it boiled down to capacity on the railway and the lack of particular railways which are suitable and conflicts with passenger railway. The challenge of re-opening old railway lines was huge, the rail team were aware of what opportunities were there.

Difficulty of progressing Leeds and Normanton port schemes (suggestions about freeport):

1. The Leeds Inland Port Scheme was not a failed scheme, as the business case developed further it was clear it was not going to meet the certain amount of delivery objectives and freight transfer it aimed to meet.
2. The Leeds Inland Port Scheme had evolved over time and was now in the CA's pipeline list. The CA would initiate discussions with the Canals and Rivers Trust around how they could adapt the project to make it easier for the CA to support.

Affordable Housing

Delivery of the pledge (remained a challenge):

1. The delivery of the Mayor's Pledge of 5000 sustainable, affordable homes remained a challenge (the target figure was at least 2000 units over past delivery figures). There remained a risk around the CA meeting the pledge. There was value in setting high ambitions and it had provided the ability to continue to build and shape programmes in a way that drives delivery of affordable housing.
2. Although monitoring aligned to the mayoral pledge was important, the work of the CA went beyond this as driving an increase in provision of affordable housing was a long-term aspiration.
3. A new Strategic Place Partnership with Homes England was due to be launched.
4. The CA was in the early stages of writing a housing strategy and community housing was one of the things so far in consultation with partners that had been raised by partners that they would like to profile amongst others.

Risk:

1. On delivery risks aligned to construction, the CA's ability to spatially monitor risks, at the current time local authorities were monitoring those risks on a site by site, district by district basis, but it could be useful to look at whether risks seemed to be layered in particular locations more than others.

Brownfield Housing Fund:

1. The land supply and delivery of housing sat with local authority partners as a responsibility. The CA assisted in identifying the pipeline of sites.
2. There were some constraints on the programme which included the inflexibility of the way that government had designed the programme. There were only certain things the CA could spend funding on and specific rates that the CA had to hit in terms of return on investment which were limiting especially as brownfield sites often already had viability challenges.
3. A further constraint was that housing had to be built by 2025 (or the money would be returned to government) and for long-term stalled sites or very difficult brownfield sites it was an extremely hard deadline to meet. The Brownfield Housing Fund had not been designed to drive affordable housing delivery specifically.
4. Letters had been written by the 10 Mayoral authorities to push the point and try to explain that the inflexibilities around the programme were making it very difficult to meet local needs.

Region's needs & housing waiting list:

1. Calderdale had 8000 people on the waiting list and in Leeds, there were approximately 26,000 active 'bidders' on the housing waiting list, (6000 of which were band A). Only 2000 properties were available in Leeds each year.
2. The responsibility to assess housing need was a local authority function and in turn setting policies through planning to help deliver for that need. There was a balance to be made, particularly on brownfield sites, where there were other viability challenges, affordable homes was one infrastructure type across a series that had to be brought into the balance.

Definitions of 'affordable' and 'sustainable':

1. The CA was using the National Planning Policy definition of affordable which included all categories of affordable (not just social housing). This meant that the data was monitorable against the national data set. The CA and Mayor were mindful of all of the categories of affordable housing and the need in West Yorkshire for additional social housing.
2. Sustainable was even less easy to define, there was not an easy way for the CA to monitor the sustainability of new properties. EPC data was used for the housing stock across West Yorkshire to feed into the programme development activity such as retrofit, but the data was not yet available for new build only.
3. There was a live conversation within the district partnership regarding our ability to define a measure of sustainability for properties that were being built and whether there was something we could do locally to monitor our progress and the pledge.

The West Yorkshire Housing Partnership (the Partnership):

1. The Partnership was a voluntary partnership (it was not facilitated by the CA). It would be positive if it were a comprehensive group of all the providers in the region but as they are private organisations it had to be done on a voluntary basis.
2. The private organisations were obviously operating in a commercial context so even though they may be part of the Partnership, it would not be appropriate for them to share all of their data with partners.

Mayor's Question Time

In the 2022/23 municipal year the Scrutiny Committees each held one Mayor's Question Time to question the Mayor on the full range of matters within her remit and relating to her pledges relevant to each Committee. Below are the main highlights.

Corporate Scrutiny Committee

1. **New Mayoral Powers and “trailblazers”**
2. **The M10 and soft power relationships**
3. **Inflation, budgets, mayoral precept and gainshare**
4. **Equality, Diversity & Inclusion (EDI) and equity across the region**
5. **Strategic prioritisation of Mayor's Pledges amidst financial challenges**

Economy Scrutiny Committee

1. **Business Support, Engagement, and Investment**
2. **City Centres and support for Hospitality sector**
3. **Cost of Living and Energy Crises**
4. **Inward Investment Strategy and Activity**
5. **Creative New Deal and Creative Catalyst**
6. **Green Job Creation Pledge**
7. **Apprenticeships**
8. **Engagement with Education sector**
9. **Over-50's Re-entering Workforce**
10. **FutureGoals programme**

Transport Scrutiny Committee

1. **Buses**
2. **Mass Transit**
3. **Decarbonisation and Carbon Emissions**
4. **Active Travel: Cycling and Walking**

Next steps in 2023/24

The scrutiny committees are entering into the new municipal year with the hopes to continue monitoring pressing topics and establish working parties to drive positive change in West Yorkshire.

Find out more and get involved

Find out more about scrutiny at the Combined Authority and to view agendas, reports, and minutes, please visit the website here: <https://westyorks-ca.gov.uk/>

Scrutiny committee meetings take place in public, and everyone is welcome to attend.

Get in touch

Scrutiny is keen to hear from members of the public on issues of concern in the West Yorkshire and York area that relate to the functions and responsibilities of the Combined Authority and Leeds City Region Enterprise Partnership (LEP).

You can contact scrutiny:

By email: scrutiny@westyorks-ca.gov.uk

In writing: Scrutiny Team
Legal & Governance Services
West Yorkshire Combined Authority
Wellington House
40-50 Wellington Street
Leeds
LS1 2DE

Find out more

westyorks-ca.gov.uk
@WestYorkshireCA
+44 (0)113 251 7272

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Report to: West Yorkshire Combined Authority

Date: 22 June 2023

Subject: **Calendar of Meetings 2023-24**

Director: Alan Reiss, Chief Operating Officer

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

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

1. Purpose of this report

1.1 To approve the calendar of meetings proposed for the West Yorkshire Combined Authority for 2023-2024.

2. Information

2.1 The proposed calendar of meetings is attached as **Appendix 1** to this report.

2.2 The calendar provides dates for the following meetings:

- West Yorkshire Combined Authority
- LEP Board
- Governance and Audit Committee
- Economy Scrutiny Committee
- Transport/Infrastructure Scrutiny Committee
- Corporate Scrutiny Committee
- Finance, Resources & Corporate Committee
- Business, Economy & Innovation Committee
- Climate, Energy & Environment Committee

- Culture, Heritage and Sport Committee
- Employment & Skills Committee
- Place, Regeneration & Housing Committee
- Transport Committee

2.3 The provisional dates identified for the Transport Committee may be subject to change to accommodate the diaries of members.

2.4 In selecting dates for the calendar, care is taken to avoid key meetings and events including West Yorkshire & York full Council, Cabinet and Executive Board meetings, local elections, Party conferences, and Transport for the North meetings. Consultation has been undertaken with Leaders, Chief Executives, the Combined Authority's LEP Member, and committee chairs. However, clashes may unavoidably arise in respect of meeting dates which have yet to be fixed by external organisations.

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 financial 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 None.

10. Recommendations

10.1 That the Combined Authority approves the calendar of meetings of the Combined Authority and its committees for 2023-24 as detailed in **Appendix 1**.

10.2 That the Combined Authority note that the dates identified for the Transport Committee may be subject to change.

11. Background Documents

None.

12. Appendices

Appendix 1 – Calendar of Meetings 2023-2024

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Calendar of Meetings 2023/2024

2023

June	13	LEP Board	2.00 pm
	22	Combined Authority Annual Meeting	11.00 am
July	3	Finance, Resources and Corporate Committee	11.00 am
	7	Transport Committee	10.00 am
	11	Climate, Energy and Environment Committee	2.00 pm
	13	Employment and Skills Committee	2.00 pm
	21	Culture, Heritage & Sport Committee	2.00 pm
	24	Governance and Audit Committee	11.00 am
	26	Business, Economy and Innovation Committee	2.00 pm
	27	Combined Authority	11.00 am
August	31	Place, Regeneration and Housing Committee	11.00 am
September	7	Combined Authority	11.00 am
	15	Economy Scrutiny Committee	10.00 am
	22	Transport Committee	10.00 am
	22	Corporate Scrutiny Committee	2.00 pm
	29	Transport & Infrastructure Scrutiny Committee	10.00 am
October	12	Combined Authority	11.00 am
	16	Governance and Audit Committee	11.00 am
	19	Employment and Skills Committee	2.00 pm
	24	Climate, Energy and Environment Committee	2.00 pm
	26	Place, Regeneration and Housing Committee	11.00 am
	27	Culture, Heritage and Sport Committee	2.00 pm
November	1	Business, Economy and Innovation Committee	2.00 pm
	2	Finance, Resources and Corporate Committee	11.00 am
	17	Transport Committee	10.00 am
	17	Economy Scrutiny Committee	2.00 pm
	24	Corporate Scrutiny Committee	10.00 am
	29	LEP Board	2.00 pm
December	1	Transport & Infrastructure Scrutiny Committee	10.00 am
	7	Combined Authority	11.00 am

2024

January	11	Governance and Audit Committee	11.00 am
	12	Economy Scrutiny Committee	10.00 am
	18	Finance, Resources and Corporate Committee	11.00 am
	19	Transport Committee	10.00 am
	19	Corporate Scrutiny Committee	2.00 pm
	25	Employment and Skills Committee	2.00 pm
	26	Transport & Infrastructure Scrutiny Committee	10.00 am
	26	Culture, Heritage and Sport Committee	2.00 pm
31	Business, Economy and Innovation Committee	2.00 pm	

February	1	Combined Authority	11.00 am
	13	Climate, Energy and Environment Committee	2.00 pm
	29	Place, Regeneration and Housing Committee	11.00 am

March	7	Finance, Resources and Corporate Committee	11.00 am
	8	Economy Scrutiny Committee	10.00 am
	12	Business, Economy and Innovation Committee	2.00 pm
	14	Governance and Audit Committee	11.00 am
	15	Transport Committee	10.00 am
	15	Corporate Scrutiny Committee	2.00 pm
	21	Combined Authority	11.00 am
	22	Transport & Infrastructure Scrutiny Committee	10.00 am
	22	Culture, Heritage and Sport Committee	2.00 pm
	28	Employment and Skills Committee	2.00 pm

April	No Meetings		
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May	24	Transport Committee	10.00 am
	28	Climate, Energy and Environment Committee	2.00 pm
	30	Place Regeneration and Housing Committee	11.00 am

June	12	LEP Board	2.00 pm
	20	Combined Authority Annual Meeting	11.00 am



Report to: West Yorkshire Combined Authority

Date: 22 June 2023

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

Director: Alan Reiss, Chief Operating Officer

Author: Tom Purvis, Economic Analysis 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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No

1. Purpose of this Report

- 1.1 To provide an update to members on the latest economic and business intelligence related to the cost of living and doing business. This will include an update on the Combined Authority’s interventions to help tackle the crisis.
- 1.2 To provide an update to members on the delivery of policies aimed to help businesses and individuals with the crisis in the cost of living and doing business.

2. Information

Macroeconomy

- 2.1 The Monetary Policy Committee raised interest rates from 4.25% to 4.5% in May 2023. It was decided by a margin of 7-2 to increase the rate. The decision was taken in response to inflation being more persistent than anticipated earlier in the year, predominantly due to food inflation remaining high. Inflation is now expected to remain above 2% until the second half of 2024.
- 2.2 Alongside the decision to increase interest rates, the Bank of England released a Monetary Policy Report, which provides updated forecasts and commentary covering their view of the economy. The highlights are as follows:
 - Food and service-sector inflation is forecast to remain stubbornly high;

- By the end of 2023, inflation will still be at 5.1%;
- The UK economy is set to grow by 0.25% in 2023, then 0.75% in 2024 and 2025;
- Real post-tax household income growth of 1% in 2024 and 2025 (leaving us worse off than pre-inflation still); and
- Unemployment to increase to 4% in 2024 and 4.5% in 2025.

2.3 In April, the UK entered the second year of a six-year freeze in the cash value of Income Tax thresholds. As a result of the freeze, the IFS estimates that real disposable household income will be 1.4% lower than it would have been if thresholds went up in-line with inflation. This is the largest tax increase since the Howe Budget in 1979.

2.4 The current Energy Price Guarantee (£2,500 for the average household using the average amount) was extended by three months at the March Budget. However, from July the Energy Price Cap will fall to £2,074, meaning the EPG will end. Cornwall Insight has predicted a price cap of £2,098.22 for Q4. Whilst this is a welcome reprieve, it is worth noting that in 2021, the cap was around £1,200.

2.5 In the 12 months to April 2023, prices increased by 8.7%, down from 10.1% between March 2022 and 2023. However, inflation remains a key challenge, as this drop was predicted due to the energy price spike following the initial invasion of Ukraine falling out of the data. Food inflation is still running at 19% with vegetables and budget-label food experiencing increases of between 20% and 30%. Core inflation, CPI minus food and energy, increased from 6.2% in March to 6.8% in April. Service-sector inflation also increased from 6.6% to 6.9%. This increases the likelihood that the Bank of England will continue to raise interest rates.

Regional Data

2.6 Despite government action to extend the EPG for three months, West Yorkshire is still struggling with fuel poverty. In October 2022, 30% of households were anticipated to be in fuel poverty, compared with 22% in England. Following the Budget, and the end of the £400 rebate scheme, an estimated 33% of West Yorkshire households are now in fuel poverty, compared with 25% in England. At the March Budget, there was additional means-tested support announced for household energy bills. Without this support, 37% of West Yorkshire households would have been in fuel poverty. The breakdown by local authority is below:

	October 2022	April 2023
Bradford	31%	35%
Calderdale	29%	32%
Kirklees	29%	33%
Leeds	30%	33%
Wakefield	29%	32%

2.7 Food poverty also continues to be an issue for our region. Food bank use increased from 156k to 201k across Yorkshire between 2021/22 and 2022/23. Inflation in budget foods is higher than the headline rate of inflation for food, meaning that the poorest are at the sharpest end when it comes to food poverty. Bank of England analysis from June last year predicted that the bottom 20% of households nationally (33% in West Yorkshire) would have no money left after essential spending, so prolonged food inflation will hit our region hard.

2.8 Across England, 22.5% of students are eligible for free school meals. These are the students most at risk of having to deal with the consequences of their household being in fuel, food or any other poverty. Across West Yorkshire, the rates are as follows:

Bradford	27.1%
Calderdale	23.7%
Kirklees	25.1%
Leeds	25.4%
Wakefield	22.4%

2.9 Seasonally adjusted employee numbers show West Yorkshire experiencing a decline from March to April 2023. There was a decline of 2,677 employees (-0.3%), taking employee numbers back to October 2022 levels. This compares relatively well to the national figures as employee numbers nationally declined by 0.5%. All districts within West Yorkshire experienced a decline: Bradford (-0.5%), Calderdale and Kirklees (-0.3%), Wakefield (-0.2%), and Leeds (-0.1%).

2.10 Across West Yorkshire there are 347,300 people that are economically inactive. Of this group, 76,200 are looking after family (21.9%), 87,100 are long-term sick (25.1%), and a further 5,500 (1.6%) are temporarily sick. Across England, these percentages are 20.3%, 24.6% and 2.1% respectively, meaning that West Yorkshire has a slightly higher percentage of economically inactive people that are looking after family or are long-term sick.

2.11 Median pay in West Yorkshire increased by £21 to £2,091 per month (+1%). Pay across the UK increased by 0.7% month on month, however, the median is higher than West Yorkshire (£2,233). However, from April 2022 to 2023, median pay across West Yorkshire increased by 7.7%, broadly in-line with the national average but lagging inflation. Median pay by district is as follows:

Bradford	£1,967
Calderdale	£2,064
Kirklees	£2,064
Leeds	£2,174
Wakefield	£2,152

2.12 The out-of-work claimant count across West Yorkshire hit 73,395 (4.9% of the working-age population) in April 2023. In February 2020, the number was 56,475 (3.8%) and in October 2022 it was 67,310 (4.5%). Compared to the

out-of-work claimant count across England, West Yorkshire has done relatively worse. In England, the rates were 3%, 3.6% and 3.9% in the same respective time periods. The out-of-work claimant count rates as of April 2023 for the districts are below:

Bradford	6.8%
Calderdale	4.4%
Kirklees	4.5%
Leeds	4.6%
Wakefield	3.7%

- 2.13 The monthly count of online job postings across West Yorkshire has fallen for three consecutive months, although vacancies still remain relatively high. There were 30,200 new job postings in April 2023, 12% lower than March 2023, but 7% higher than April 2022. This fall in job postings was experienced across all five West Yorkshire districts. The biggest reductions were for jobs relating to Information Technology, Business Management and Operations, and Healthcare. Job postings related to Manufacturing and Production experienced a small increase month-on-month.
- 2.14 April saw 1,897 business registrations in West Yorkshire, as well as 1,643 business liquidations, to give 254 net new businesses month-on-month. This is around 500 fewer net new businesses compared with the same month of 2022. The sectoral make-up of the registrations and liquidations shows that the sectors most reliant on discretionary spending are seeing the most volatile changes in recent months. The wholesale and retail trade, and the accommodation and food services sectors saw high levels of both registrations and liquidations in April, relative to their market share.

Regional response

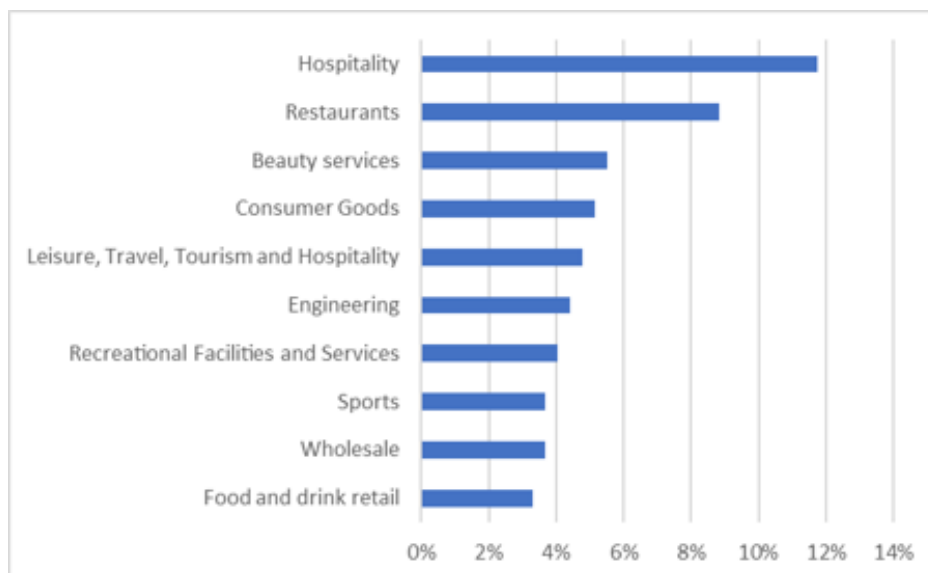
- 2.15 At the October meeting, the Combined Authority approved a package of support to help with the cost of living crisis. Progress on delivery is as follows:

Energy Price Emergency Grant (EPEG)

- 2.16 The £1 million Energy Price Emergency Grant scheme opened on 8 December 2022 and will close on 30 June 2023, and is being delivered through Umi Commercial. The scheme provides a grant of 50% of project costs up to a maximum of £5,000 to enable small businesses (less than 50 staff) in all sectors to implement energy saving and renewable energy investments such as more efficient lighting, heating, insulation and solar PV. The aim of the scheme is to help these businesses to save money and build in resilience over a more sustained period than the business energy bill reduction schemes introduced by central government.
- 2.17 On opening, the scheme experienced a high level of demand with over 400 expressions of interest (EOIs) received in the first week. As at 08 June 2023, a total of 666 EOIs have been processed, and almost half of these (330) have commenced the full application. 155 applications (totalling over £518,000 of

grant and £1.5 million total project value) are currently approved, with a further 42 (over £157,000 project value) in appraisal.

- 2.18 The scheme has been successful in supporting businesses that have not traditionally accessed business support programmes, with 8 of the top 10 sectors (and over 50% of all applicants) being business to consumer focused:



- 2.19 As of 08 June 2023, 71 projects have completed and £222,618 of grants have been paid to businesses, saving over 1.2 million kWh (an average of 17,223 kWh per grant received). Examples of beneficiaries include:

- A Calderdale based specialist supplier of disability equipment received £5,000 to install new LED lighting, saving 46,000kWh of electricity a year.
- A Wakefield beauty salon replaced its ageing and inefficient boiler and upgraded to smart controls, saving 4,173 kWh of gas a year. The business received a grant of £1037 towards the cost.

- 2.20 As the scheme close date approaches, the Combined Authority has undertaken a final promotion to maximise uptake.

Mayor's Cost of Living Emergency Fund

- 2.21 Last October, it was reported that the Voluntary Community and Social Enterprise (VCSE) sector was seeing a significant reduction in philanthropic funding and donations and facing increased operating costs at a time when demand for its support and services, such as food banks, provision of warm spaces in the winter, and for those with mental health problems, was also increasing.

- 2.22 The Combined Authority therefore progressed at pace to establish a £3m West Yorkshire Mayor's Cost of Living Emergency Fund to provide financial

assistance via each Local Authority to local VCSE organisations to enable them to practically help those most in need, with a focus on those experiencing in-work poverty and in workless households.

- 2.23 Delivery of the first (£1m) tranche of funding began in December 2022 and an interim evaluation of impact was commissioned in March and completed in May (the interim evaluation report is included at **Appendix 1**). So far, 6,481 individuals/households have been supported against a target of 3,172 - with more likely to be confirmed by end of project monitoring.

Social Housing Decarbonisation Fund (SHDF)

- 2.24 In response to this crisis, the Combined Authority approved in October 2022, £5m of Mayoral Gainshare funding to support additional energy efficiency measures in social housing throughout West Yorkshire through the Social Housing Decarbonisation Fund Booster. The measures include loft and wall insulation, energy efficient heating and hot water, and solar panels. They are being delivered by the Combined Authority's consortium which consists of 8 social housing providers who are themselves investing an additional £2m of match funding.
- 2.25 The Booster programme focuses on those households who need the measures most and is being delivered to 1786 social housing properties in areas of high deprivation. The scheme will deliver warm, energy-efficient homes, reduce carbon emissions and fuel bills, tackle fuel poverty, and support green jobs. As of May 2023, 316 properties have been completed and work has commenced on a further 205 homes.

Communications and Marketing

- 2.26 The Combined Authority raised the profile of the Mayor's and Combined Authority's response across communities in West Yorkshire, as well as across national media outlets. The objective was to raise awareness of the support to those businesses and individuals who needed it most, to drive up use of these schemes and help protect the regional economy and the most vulnerable from the crisis. The cost-of-living crisis is a national issue and awareness of our response was raised in national media. This included securing media interviews with national newspapers and inviting the media to community projects, which had been supported by the Mayor's Emergency Cost of Living Fund. This external communications approach highlighted the work that the Mayor and the Combined Authority were doing to step in to support our communities and protect people's livelihoods. This demonstrated how West Yorkshire was making a success of devolution and delivering for our communities with the powers and funding we have.
- 2.27 One of the first steps was to launch the business support package with a media visit to local business, Sound Leisure. They spoke about their fears with increasing energy bills and shared how emergency funds would help businesses like theirs. The Combined Authority amplified their story and used social media activity to target other struggling businesses, directing them to

our bespoke web page. The hub had information about the fund and how businesses could apply. This generated 617 new sign-ups for the energy grant support.

- 2.28 The communication response was also focussed on influencing Government decisions, using the news agenda and key announcements such as the Queens Speech to call for more support for our communities. This included the Mayor consistently calling for further support for businesses and their energy bills before welcoming the Government's later energy support package in September 2022, and sharing the Combined Authority's work with the region's Members of Parliament.

Next Steps

- 2.29 The **Energy Price Emergency Grant** was approved as an interim fund to bridge the gap between the existing Resource Efficient Business (REBiz) programme and the new Business Sustainability Package under the Climate & Environment Action Plan Wave 1. The new gainshare funded support was approved by the Combined Authority on 8 December 2022 and is currently under 'soft launch' conditions while tools and resources are put in place. The full public launch will take place in July, and the new support will provide advice, support and funding to help businesses to measure, plan and act on net zero, sustainability and climate readiness. This will include grant funding which will replace the Energy Price Emergency Grant scheme.

- 2.30 Proposals for the final (£2m) tranche of the **Mayor's Cost of Living Emergency Fund** are currently being developed in discussion with Local Authorities, in line with key findings from the interim evaluation which include:

- The locally developed delivery models have worked effectively, providing excellent VFM, enabling diverse groups to access the support they need.
- Demand for the services across all districts is still rising – and generally needs to continue to be delivered in person, if it is to reach the people that most need it.
- An increase in provision to address mental health support gaps, across each of the LA areas, is needed.

- 2.31 The **Social Housing Decarbonisation Fund Booster** commenced in December 2022 and will continue through to March 2024 reflecting the fact that energy prices will not return to their previous low levels for some time.

3. Tackling the Climate Emergency Implications

- 3.1. One of the contributing factors to rising food prices is the unusually hot temperatures in Spain and Morocco, which has had an adverse effect on olive yields, increasing olive oil prices by 60% since June 2022. As a key ingredient in many food products, this has an impact on a wide range of food items. A House of Lords report from September 2022 suggests that sustained food price inflation is here to stay as a direct consequence of climate change and biodiversity loss.

3.2 The Energy Price Grants scheme will help to reduce energy consumption by businesses and hence reduce carbon emissions.

4. Inclusive Growth Implications

4.1 The Mayor's Cost of Living Emergency Fund is central to the Combined Authority's inclusive growth ambition of enabling everyone in the region to benefit from and contribute to economic prosperity. By protecting and improving mental, physical and financial wellbeing, Phase 2 of this Fund will continue to help our workless households to move closer to the labour market and alleviate the risks of in-work poverty, including unemployment.

4.2 With food prices driving the current inflationary pressures in the economy, not only are households at the lower end of the income distribution feeling the pressure more harshly, larger households are too. Households with a higher number of people require relatively greater amounts of food, meaning that a greater proportion of their income is spent on these items that are increasing in price at a faster rate.

5. Equality and Diversity Implications

5.1. The 10% poorest households will be experiencing the sharpest impact of inflation. 44% of the people living in the 10% most deprived neighbourhoods across West Yorkshire identify as an ethnic minority. Bradford and Kirklees have a higher proportion of ethnic minorities than West Yorkshire as a whole, meaning that people in these districts are likely to be harder hit.

5.2. People experiencing or recovering from illness are also expected to try and eat more to aid the recovery. With food inflation running at close to 20%, and West Yorkshire having a higher share of people that are long-term sick, this will present a severe challenge. Furthermore, with vegetables experiencing some of the largest increases in pricing, it makes healthier eating more challenging, potentially exacerbating health problems.

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 Combined Authority members note the latest economic evidence, as well as the policy interventions that have been rolled out thus far.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

Appendix 1 – Mayor’s Cost of Living Emergency Fund interim evaluation report

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Mayor of West Yorkshire Cost of Living Emergency Fund Interim Evaluation Report



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EXECUTIVE SUMMARY

1. The £3m Mayor of West Yorkshire's Cost of Living Emergency Fund was announced on 21st October 2022 to respond to the cost-of-living crisis, with objectives aligning with West Yorkshire Combined Authority's (WYCA) Inclusive Growth Framework, including:
 - To provide economically vulnerable communities with support for foundational things such as food, heating, financial wellbeing, and mental health.
 - To support the Voluntary, Community and Social Enterprise (VCSE) sector at a time where its services are in increasing demand and donations are also falling.
2. £949,500 of funds were to be distributed in the first phase via the West Yorkshire Local Authorities and then to their local VCSE sector partners, to directly support those that were most adversely affected.
3. Target beneficiaries of support were those identified as being in in-work poverty and workless households facing financial hardship due to the cost-of-living crisis, with attendant risks on their physical and mental wellbeing and economic exclusion.
4. WYCA Funding Agreements were put in place with the five LAs by 7th December, with distribution of funding and delivery of activities starting by Christmas 2022, and activities expected to have been largely completed by April 2023.
5. This interim evaluation was commissioned to identify: the impact, value for money, what types of activity worked well, and lessons and recommendations for the next phases of the Fund. 18 consultations with the LAs and VCSE organisations and associated management information and reports contributed to the findings set out in this report.
6. The delivery arrangements differ across West Yorkshire to reflect local needs, but have common elements including:
 - Building on existing arrangements and those developed as a response to Covid 19.
 - Integrating with other funding and support availability, e.g., Household Support Fund.
 - Largely embedding Asset-Based Community Development¹ in their approach to supporting the most vulnerable and in-need groups; and helping them to move forward from crisis situations.
 - Mainly face-to-face / in-person support.
 - Strength of integration of services into local community networks and provision, those in need have been able to access wrap-around /holistic support to address their needs.

¹ See the following for local examples of Asset Based Community Development: [Home | ABCD In Leeds](#)

- The Mayor's Funding has enabled direct support to beneficiaries and contributed to running costs of community / delivery organisations, volunteer costs, and in some cases enabled them to try innovative approaches.
7. Service delivery across each of the districts included combinations of the following, filling local gaps and providing additionality in terms of resource/capacity:
- Welfare and debt advice and support.
 - Food bank /community pantry/ emergency food parcels.
 - Warm spaces – where they have not already been supported by the LAs.
 - Cost of living /food/ energy vouchers – or practical support to access these (where these were funded via LAs).
 - Referrals /direct access to wide range of other support and services including employment support, health support, housing, and food bank.
 - Digital /Wi-Fi access.
8. Findings on inclusiveness and demand for the support include:
- Demand for the services across all districts is rising – and most of it needs to be delivered in person, if it is to reach the people that most need it.
 - Most targets set have been achieved /exceeded e.g., 2,009 beneficiaries were supported in Kirklees by the first monitoring return (compared with an overall target of 600), and in Calderdale 1098 beneficiaries were supported December and January, compared with an overall target of 285.
 - There are significant numbers of those with disabilities/health conditions accessing the support.
 - For some providers, the resources available limit service availability in terms of both staffing and opening hours. With more money they could deliver more.
9. Key findings in terms of impact and Value for Money (VFM) include:
- 6,481 individuals/households had been supported against a target of 3,172 - with more likely to be confirmed by end of project monitoring.
 - Significant VFM with reduced unit costs of £146.50 against a planned unit cost of £299.34.
 - Impacts of the support on individuals and households including:
 - Increase in income and financial security.
 - Social connections and capital.
 - Improved health, well-being and confidence.
10. Key lessons learned include:
- The delivery models work effectively, providing excellent VFM, enabling diverse groups to access the support they need.
 - Not to prescribe and make assumptions about what you think people need – consultation is essential to fully respond to the needs.
 - One size does not fit all – provision needs to reflect the local needs and gaps. Different demographics impact on service demand and take-up and each area

/ delivery organisation has different existing provision, which should not be duplicated through this fund.

- Longer-term planning and funding agreements are needed to better enable VCSE organisations to plan their staffing (including training volunteers). These organisations cannot easily recruit to short-term contracts (and there is a skills shortage/ gap in specialist areas e.g., debt advice).

11. Recommendations going forward into the next phase of the fund include:

- Encourage an increase in provision to address mental health support gaps, across each of the LA areas.
- Support, sustain and further develop VCSE sector infrastructures already in place – retaining knowledge, experience and relationships, to enable beneficiaries to gain resilience through trusted local provision, with local planning and coordination, minimising duplication of support.
- Share experience and approaches across groups within a LA area, and amongst delivery leads/LAs at the WY level.
- Ensure that there is sufficient forward planning for activities that involve the VCSE sector. They need time to position themselves/plan, tender and put in place resources to support capacity.
- Develop a monitoring and evaluation framework to fully assess the impact of the Fund and identify good practice for sharing and future delivery.

1. INTRODUCTION

- 1.1 The Mayor's Cost of Living Emergency Fund aims to respond to the cost-of-living crisis by providing funds to directly help some of those most adversely affected by rapid inflationary pressures and at risk of economic exclusion, namely those in workless households and those in in-work poverty.
- 1.2 Strategically, the fund fits within the Combined Authority's Inclusive Framework, and aligns to the Mayor's manifesto pledge to Support local businesses and be a champion for our local economy, including recognising the Voluntary Community and Social Enterprise (VCSE) sector as an economic sector in its own right.
- 1.3 Thus, in addition to responding to individual, household and community needs, the Fund is also intended to address issues facing the voluntary and community sector organisations delivering the front-line services and practical support to these residents, recognising that they are experiencing falling donations at the same time as increasing demand for its support and services.
- 1.4 The overall delivery model enables the WY LAs to work with their established VCSE sector partners to provide the additional emergency support needed for those that are most economically disadvantaged and vulnerable groups.
- 1.5 A total of £3 million gainshare funding has been allocated to the Fund delivery from Nov 2022 to May 2024: £1 million in phase 1 for November 2022 to April 2023 and £2 million in phase 2 expenditure for May 2023 to May 2024.
- 1.6 This interim evaluation, is a key element of the overall project and is required to:
 - To understand the scale and types of impacts being delivered by the fund, including value for money.
 - To identify learning and an understanding of what works well and why, to support the development of activities in the next phase of the fund.
- 1.7 Tokos Solutions was commissioned to undertake this evaluation within a short timescale to inform the next phase of the fund, with evaluation activities taking place from the end of February to the end of March 2023.

2. EVALUATION METHODOLOGY

2.1 Our evaluation approach included data collection and consultation concentrating on:

- Desk research to analyse all delivery, monitoring and management information.
- One to one/group teams or zoom/telephone consultation interviews to collect quantitative and qualitative data with the key stakeholders.

2.2 Desk Research

2.2.1 Desk research incorporated reviewing all the available project data and documentation, provided by the contract manager and delivery partners at all levels (where data is available), including:

- Project monitoring and performance data (beneficiary numbers, interventions/support provided by customer type, outcomes from support).
- Delivery progress reports at LA/service provider level.
- Documentation produced to promote the support.
- Documentation and details of processes used to engage residents and deliver activity/support.
- Monitoring and data collection processes.
- Beneficiary feedback and case studies.

2.2.2 The focus of this research was to provide:

- A delivery context and an understanding of the objectives and delivery model in each LA area.
- Information and details of activities undertaken/support provided, by target group, LA area and intervention type.
- Data to support an assessment of the appropriateness of delivery models and effectiveness of the interventions to address local resident needs.
- Data against which impact of support/ participant satisfaction can be measured.

2.3 Consultation Interviews

2.3.1 We undertook 18 (Annex A) structured video interviews with:

- Staff from each of the LAs involved in managing the fund in their areas.
- Each of the local VCS umbrella organisations overseeing delivery in their areas.
- At least two of community-based service providers in most of the LA area (as far as we were able within the timeframe).

2.3.2 The focus of the interviews were to build on the other data collected and to:

- Identify appropriateness of initial Fund design and delivery models.
- Obtain a picture of the overall project delivery and management processes and operations.

- Identify good practice and challenges/improvements required in process and delivery mechanisms.
- Obtain information on the outcome and impact of the project on residents, service providers and other stakeholders.
- Identify lessons learned, in particular what worked well, and where improvements are needed.
- Identify potential case studies.

2.4 It should be noted that a number of additional consultation opportunities were offered by the delivery partners, however, they could not be organised within the short timescales.

2.5 We presented draft key findings from the research and consultations at an online meeting convened by the WYCA Contract Manager on 30th March 2023.

2.6 This report expands upon and firms up those key findings.

3. PLANNED IMPLEMENTATION AND DELIVERY OF THE FUND

3.1 This section sets out details on the proposed implementation of the Fund.

3.2 Fund Purpose and Objectives

- 3.2.1 The core purpose of the fund is to provide economically vulnerable communities with support for foundational things such as food, heating, financial wellbeing, and mental health.
- 3.2.2 To make a meaningful and immediate regional contribution to ameliorating some of the most pressing socially and economically damaging aspects of the cost-of-living crisis.
- 3.2.3 Help VCSE organisations to offer wider support including providing valuable basic skills and training to the target groups, e.g. money and debt management skills.
- 3.2.4 Support the VCSE sector at a time where its services are in increasing demand and donations are also falling, in turn supporting people from the most disadvantaged communities in West Yorkshire; and contributing to increased resilience of the local economy.

3.3 Timescales

- 3.3.1 West Yorkshire Political Leaders (the Leaders of the region's 5 LAs and the WY Mayor) reached an agreement in principle, in August 2022 for the MCA to develop a fund to enable the VCSE sector to increase the help available the most financially vulnerable people through the cost-of-living crisis and help to prevent their economic exclusion.
- 3.3.2 Delivery arrangements were developed in consultation with senior officers in each West Yorkshire LA and a 6-month first phase from November 2022 to April 2023 was proposed.
- 3.3.3 The Mayor's Cost of Living Emergency Fund was formally announced by West Yorkshire Combined Authority on 21st October 2022.
- 3.3.4 Agreements setting out the terms of the funding were finalised in consultation with the LAs and sent out to each of the Local Authorities on 5th and 7th December 2022.
- 3.3.5 VCSEs started delivering the support, some at risk, before Christmas.
- 3.3.6 Activities funded by the allocation were to be completed by April 2023, unless otherwise agreed with the MCA.

3.4 Delivery arrangements

- 3.4.1 The project was to be delivered by the five West Yorkshire LAs in partnership with their established contracted networks of VCSE organisations.
- 3.4.2 This approach was intended to build on the LAs' longstanding commercial relationships with VCSE sector organisations in their districts, recognising:

- Existing arrangements could be scaled up to enable immediate delivery.
- The VCSE sector was ideally placed to access the hardest to reach communities in need of emergency aid and advice during the cost-of-living crisis.
- VCSE partners know their local residents well and so can quickly identify need, especially those in our most deprived communities that are also hard to reach and seldom heard.

3.4.3 Target beneficiaries of support were those identified as being in in-work poverty and workless households facing financial hardship due to the cost-of-living crisis, with attendant risks on their physical and mental wellbeing and economic exclusion.

3.4.4 Access routes to the proposed support packages included the following:

- Referrals from LA Welfare Advisory services (in some cases e.g. Bradford wholly delivered by the VCSE).
- Other Council run Customer Services direct access offices, Single Point of Contact centres (SPOCs), Community Hubs, Libraries, community anchors, Family Hubs etc.
- Providers of support offered and supplied by third parties such as food bags; bedding; clothing; fuel top ups etc.

3.4.5 To identify packages of support for those at greatest risk, VCSE partners would be required to ask potential beneficiaries key questions around worklessness as part of the basic (triaged) assessment process. This was intended to focus support on those at risk of falling into debt and reducing the subsequent impacts of this, including on mental and physical wellbeing and/or failure to maintain the conditions of welfare benefits and the sanctions which if applied can leave people destitute.

3.4.6 Each LA district confirmed its intention to allocate funding to established VCSE partners to provide beneficiaries identified as being in financial distress with some or all of the following packages of support:

- Wraparound Information, Advice and Guidance (IAG), such as debt advice, mental health support and employability assistance.
- Access to emergency aid, including food parcels/banks and fuel vouchers, and referrals.
- Provision of an accessible network of warm 'banks'/places to enable provision of free, warm and welcoming and safe spaces in communities across the district.

3.5 Funding Agreements

3.5.1 Funding agreements between the MCA and individual LAs were signed, and included confirmation of:

- Funding allocations.
- The packages of support to be provided to the target beneficiary groups in each LA area, and numbers of beneficiaries targeted.

- Monitoring arrangements to be put in place to enable evaluations.
- Breakdown of costs including delivery and management overheads.
- How Mayoral financial support will be publicly acknowledged, including in any marketing collateral, social media and press notices.

3.5.2 The breakdown of the funding allocated for the first phase was as follows:

BUDGET	£
Central Costs	
Project Management and evaluation	50,500
Local District allocations	
Calderdale	85,000
Bradford	219,450
Kirklees	178,600
Leeds	323,950
Wakefield	142,500
Total distributed by LAs via VCSEs	949,500
Grand Total	1,000,000

3.6 Fund Targets and Impact and Monitoring Arrangements

3.6.1 The following were set out as target beneficiaries in the grant funding agreements with each LA:

- Workless households (i.e. those households where at least one person is aged 16 to 64 and is either unemployed or economically inactive).
- Those experiencing in-work poverty.

3.6.2 Each LA was also set specific targets for numbers to be supported as follows:

District	Minimum unique target beneficiaries to be supported
Calderdale	285
Bradford	732
Kirklees	600
Leeds	1080
Wakefield	475
Total	3172

3.6.3 Each LA was required to use established monitoring mechanisms developed with local VCSE delivery partners. This was intended to ensure that data collection was not a barrier to take-up of support by those that need it.

3.6.4 The following details were required to be monitored:

- Unemployed beneficiaries (including long-term unemployed) supported.
- Inactive beneficiaries supported.
- Employed beneficiaries.
- Those gaining employment, engaging in positive activities that address barriers to work or widen participation in training.

3.6.5 Monitoring would enable the evaluation of impacts and help to inform the design and delivery of the subsequent Phase 2 of support. In the longer term, it would also help to identify economic impacts, including how the support may have contributed to:

- Increased income levels and poverty reduction.
- Increased employment in disadvantaged groups
- Reduced unemployment rate.
- % of people long term unemployed into work

3.7 Governance and Overall Project Management

3.7.1 The following arrangements were planned for the governance and overall project management, as set out in planning documentation:

- An Emergency Fund Project Board to provide project management, with senior officer representation appointed by each LA and the MCA.
- The Board to build on existing officer links between the CA and LAs, e.g. Directors of Development, Team West Yorkshire, and Heads of Economic Policy.
- The purpose of the Board would be to ensure oversight/monitoring of impact of the Fund, commission evaluation, and inform the design of future tranches of the Fund.
- Political accountability of the Fund to sit initially with the MCA, with scrutiny provided through established local and CA governance arrangements.

4. LOCAL DELIVERY MODELS AND ARRANGEMENTS

4.1 This section sets out the operating models and delivery arrangements which have been established for the deployment of the Mayor's Fund in each of the 5 LA areas (Calderdale, Bradford, Kirklees, Leeds, and Wakefield). Evidence of progress is summarised, and case studies are provided, and also in Section 5.

4.2 Calderdale

4.2.1 Governance and approach:

- The Anti-poverty partnership oversees the Fund, with support via Council.
- The Council were able to combine the Fund with Council and Community Foundation funds to provide a wider package of support and bring more value for money and impact.
- The Calderdale Cost of Living Fund was awarded to 34 charities and organisations to help them support more people affected by the cost-of-living crisis. Together, Calderdale Council, the Mayor of West Yorkshire's Cost of Living Emergency Fund and the Community Foundation for Calderdale came together to pledge £225,000.
- The Funds are distributed via Community Foundation for Calderdale grants programme and Mayor's resources are filling gaps in other support.

4.2.2 Providers:

- 12 voluntary and community organisations accessing Mayoral funding, including:
 - Disability Support Calderdale
 - The Space at Field Lane
 - Age UK Calderdale and Kirklees
 - Our Place Calderdale
 - St Augustine's centre
 - Noah's Ark Centre
 - Citizen's Advice Bureau Calderdale
 - The Basement Recovery project
 - Advancement of Community Empowerment.
 - Mixenden and Illingworth PCC
 - The Brunswick Centre (from February)
- Funds largely enabled the provision of warm spaces and an increase in staffing resources for voluntary and community organisations involved in delivering welfare advice.

4.2.3 Service delivery and funding allocations:

- The Fund primarily focuses on warm spaces, welfare advice, support and resilience, with some funds supporting emergency support.
- Coverage across all wards.
- The criteria for funds included:
 - Up to £3000 was available for organisations with a track record of providing emergency support.
 - Prevention, £500-£5000 was available for organisations to prevent people reaching crisis through communal warm spaces.

- Increasing resilience, providers of local advice and support services, including existing providers who are looking to boost capacity over the winter months due to increased need could apply for up to £15,000.

CASE STUDY – Noah’s Ark, Calderdale

Mary, a mum with three children suffering from domestic and financial abuse with poor mental health was referred to Noah’s Ark by Calderdale Council’s Vulnerable Customer Support team, after she had contacted them in a distressed state about her council tax arrears.

From initial chats with Mary and asking how she felt about the future it was apparent that her wellbeing was low, and the possible use of enforcement agents was taking its toll on her. Mary said “I feel a failure as a mum. I can’t provide the things my children need... some days I don’t want to get out of bed, other days I feel that suicide is the best option”.

As a result of pre advice checks it was evident that Mary was overspent by £200 per month therefore Noah’s Ark recommended Mary enter a Debt Relief Order to clear her debts and give her the fresh start financially that she needed. Mary was very emotional when she realised she could walk out of the door debt free. Some further advice for Mary included terminating her mobile contract and moving to a SIM only deal; returning her rented washing machine (she was provided with a new one via the Household Support Fund); signing up for programmes such as Budget Boss, to learn how to manage money better; and Halifax Opportunities Trust support to make the first steps into looking for work. She also had a visit from The Green Doctor Service to establish whether savings could be made through greater energy efficiency.

As a result of these changes, Mary went from a large budget deficit to a small surplus, with all her bills paid and some money being saved. Her emotional and financial wellbeing was greatly improved, and she thanked the staff at Noah’s Ark, saying “I left feeling so overwhelmed with how much I felt she (Mary’s advisor) cared. I left with bags of food and toiletries for me and my kids. I am so grateful for the help, I truly am. Noah’s Ark is an amazing place for anyone struggling”.

4.3 Bradford

4.3.1 Governance and approach:

- Planning group actively involved in agreeing the approach. This included: VCSE welfare advice Council funded lead organisations: Family Action, St Vincent De Paul/CHAS, Bradford and Airedale Citizens Advice Bureau and Law Centre (CAB), Equality Together, Credit Union and representatives from Public Health (Vulnerable People’s lead) and the Council’s Customer Services Manager.
- The Fund allocation was to support two programmes:
 - *Mental Health Advocacy*: The continuation of the mental health advocacy lead supporting the direct access customer services offices in Bradford city centre and Keighley Town centre.
 - *Welfare Advice*: The extension of welfare advice services across the district with an emphasis on joining up need across an existing ‘warm spaces’ programme where possible.

- The overall approach also included a much-needed capacity building element focusing on training for volunteers/apprentices to create a pool of advisers, addressing skills shortage/gaps issues facing the sector, given the increase in demand for such services.

4.3.2 Providers:

- Equality Together - delivering the mental health advocacy strand.
- Five funding agreements with VCSE providers delivering the welfare advice element:
 - Family Action (changed to Karmand Advice centre part-way through) – covering Bradford East.
 - St Vincent’s De Paul – Bradford South.
 - Bradford & Airedale Citizen’s Advice Bureau – covering two areas – Bradford West including city centre and Airedale, including Keighley, Shipley and Bingley.
 - Equality Together - covering the needs of those with long-term and complex health conditions across the District.

4.3.3 Service delivery and funding allocations:

- Mental Health Advocacy – allocated £19,450 to provide a specialist mental health support worker within the direct access Council Customer Services walk in services, based in the Bradford City centre and Keighley Town centre. Following an increase in take-up of digital service provision during the pandemic, customers who ‘walk in’ are more likely to have multiple complex disadvantages, including concurrent mental health issues.
- Welfare Advice - allocated £200,000 (£40,000 per organisation) to help existing providers extend their professional welfare advice services, including direct sessional and/or digital service delivery, into the district’s ‘Warm Spaces’ locations as well as other areas identified as being in ‘high need’.

4.4 Kirklees

4.4.1 Governance and approach:

- Cabinet decision to use the Kirklees Local Welfare Provision scheme as a vehicle to provide support through the VCSE Sector to provide targeted support, supplementing the support already provided by Kirklees directly and the measures announced by the Government. Thus, part of wider package of support including Household Support Fund and Council funds.
- These Funds are managed by One Community, with community organisations bidding in through their grant programme, and One Community providing support for to applicant organisations. Council delivery of Household support fund, with referrals between the service providers and the Council for additional resources.
- Contributing to the delivery of the Kirklees Cost of Living Emergency Action plan, with strands including Emergency response, Resilience and Prevention. Mayor’s Fund enabling stronger focus on resilience.

4.4.2 Providers:

- The Mayor's funding was allocated to 34 diverse community groups, including:
 - Al Mubarak Foundation
 - Chickenley Community Centre
 - Cleckheaton Foodbank
 - Communities Together
 - Huddersfield Mission
 - Indian Muslim Welfare Society (IMWS)
 - Northorpe Hall Child & Family Trust
 - Pay & Employment Rights Services (Yorkshire) Ltd
 - Sensory World
 - Shaw Cross Club for young people
 - Thornton Lodge Action Group
- The first tranche of the Mayor's funding £178,600 was allocated to community groups in full by the end of Jan 2023.



Photo: The Mayor's visit to Holmfirth Food Bank

4.4.3 Service delivery and funding allocations:

- The main service areas and proportion of funding allocated were as follows:
 - Warm Spaces – 25%
 - Food provision - 34%
 - Advice provision – 22%
 - Volunteer costs, staffing, overheads – in the community groups – 9%
- In addition, One Community were allocated a 10% admin fee (the Council did not take any fee).

Evidence of Support in Kirklees

Warm Spaces

£20,559 has been spent on Warm Spaces.

1,195 hours of warm space was provided in the community.

718 Households accessed warm space provision.

Advice

£30,887 has been spent on advice services.

1,121 hours of advice services were offered.

530 households accessed advice.

Food provision

£109,294 has been spent on food provision.

2,132 food provisions have been issued. This is a mix of food packs, hot meals, grocery only vouchers.

761 Household have been supported.

4.5 Leeds

4.5.1 Governance and approach:

- The Mayor's Fund is primarily focused on enabling VCSE to provide warm spaces, building on the Council's existing Warm Spaces ([LCC Warm Spaces Map](#)).
- Some Mayoral funding has also been allocated for Leeds CAB and their partners to maintain their welfare advice services. Due to rising costs linked to inflation there would have been a reduction in service provision at a time of significant need.
- Voluntary Action Leeds (VAL) has managed the funding allocated to Warm Spaces, with a requirement for community organisations to bid into the available resource.

4.5.2 Providers:

- Community organisations were offered the opportunity to become part of the Warm Spaces network followed by co-approval between VAL and the Council. Organisations have to confirm that they have a:
 - Safeguarding Policy
 - Public Liability Insurance
 - A Health and Safety Risk Assessment
 - Appropriate signposting knowledge for staff and volunteers (for which VAL offer training)
 - That the provision is consistent with the principle of a Welcoming Space.

- Over 135 community organisations have taken up funding from VAL to offer Warm Spaces. These include:
 - Beeston Village Community Centre
 - Callister Hall
 - FoodCycle Seacroft
 - Gateway Church, St Mark's Road
 - Meanwood Community Centre
 - Moor Allerton Elderly Care
 - People Matters
 - Rainbow Junction Community Café
 - Shine Workspace
 - Swarthmore Education Centre
 - The Welcome
- Warm spaces have also been provided by organisations working with sex workers and vulnerable women, and some are 'Enhanced' Warm Spaces for people with poor respiratory health/Covid nervousness.
- The organisations provide a coverage across the City, that ensures that 65% of the population are within 10 minutes of a Warm Space.

4.5.3 Service delivery and funding allocations:

- The provision of a Warm Space includes:
 - A **welcoming** space, with free basic refreshments e.g. tea and coffee, activities/reading materials, staff or volunteers available to greet and help ensure people feel at home.
 - A **safe** space, with H&S assessed and risks minimised, Public Liability insurance, can offer people some basic immediate support, people serving food have a Level 2 Food Hygiene certificate.
 - A **supportive** space, with staff ready to listen, or can signpost people to support if they need it, and link to other local organisations.

CASE STUDY – Warm Spaces, examples of feedback provided to VAL by VCSE sector organisations accessing the Mayor's Fund

Social Connections:

One lady, an Iranian refugee, first attended Warm Welcome having been referred through Food bank. She was keen to come to a space where she could sit and talk with others to practise her English. After the first week she invited along another Iranian family and her husband now also attends regularly.

Each week she enjoys coming along, talking with others, doing crafts that we have out each week and sharing a meal together. She will also often take additional portions of the meal home to have during the week.

We have also been able to support her in applying for a provisional driving licence and understand the letters she had received from the DVLA.

She has been keen to find other opportunities to help out and practise her English and so has been volunteering weekly at both a Baby Basics session and a Tots group. In addition to this she has come along with her husband to Sunday services and is getting to know many others within the community.

- Funding allocated to organisations to provide the warm spaces is as follows:
 - Small (Less than 3 hours per week) – up to £500
 - Medium (More than 3 hours and less than 9 hours per week) - up to £1,000
 - Large (More than 9 hours per week) - up to £1,500
- Leeds CAB has received £75,000 to maintain their level of support, delivering welfare advice services. Service delivery includes, telephone, online and drop-in sessions, including outreach, covering:
 - Immigration, housing and benefits.
 - Employment legislation and advice
 - Adult social care advice including mental health and primary care.
 - Children and families related advice, including money, energy, and benefits.

4.6 Wakefield

4.6.1 Governance and approach:

- The Fund is Overseen by the Resident First Board, which was developed from the Resident’s Recovery Group originally set up to respond to the pandemic. The Board oversees the Household Support Fund too.



Photo: The Mayor speaking with volunteers at Help at the Hub (Eastmoor Community Project) in Wakefield District

- Help at the Hub – a network of 8 VCSE run community-based venues, was set up by the Recovery Group, to get support in-person to those that needed it during the pandemic. It is managed by the VCSE infrastructure organisation Nova.
- The network provides a mechanism for channelling additional resources and services to support the most vulnerable and disadvantaged.

4.6.2 Providers:

- Hub locations were selected based on the following criteria:
 - In areas of deprivation.
 - Accessible.

- Staffed 9-5.
- Managerial structure.
- Regulatory compliance including H&S and Safeguarding.
- Already providing a range of community-based services.
- Room /space for additional service provision, in particular for a CAB adviser.
- The eight VCSE organisations that are in the Help at the Hub network are:
 - Queen's Mill, Castleford
 - St Marys Pontefract
 - Havercroft and Ryhill Community Learning Centre
 - Kellingley Club
 - St Georges Lupset
 - Eastmoor Community Project
 - Westfield Centre South Elmsall
 - Lightwaves Leisure and Community Centre
- Citizens Advice Wakefield District provide the welfare advice and support are located at all the hubs and across the District.

4.6.3 Service delivery:

- The Hub network Organisations all offer a range of services that have been developed over many years to respond to local needs. There is a difference between some service provision across the network.
- As a minimum they provide access to a CAB advisor and employment advisor (via the Step-up programme) in each.
- Other services include:
 - Emergency food parcels/community pantry/food bank.
 - Support for the Cost-of-Living voucher.
 - Access to a Jobcentre Plus/DWP adviser.
 - Digital access and technical support.

EVIDENCE: Welfare and Debt Advice and Support Examples

Support provided through Wakefield and District CAB

- To date 343 people have been supported on 1,074 issues, resulting in 190 cases.
- 70% of clients have been supported in person and 17% by telephone.
- The large majority of clients seek advice and support on benefits and tax credits issues.
- Personal Independence payments is the top benefit issue facing their clients with 52% of those clients with a benefits issue.

Support provided through Leeds CAB

Clients have gained an average of £57 as a result of the support provided. In total 2,500 people have been supported in Leeds, resulting in an overall increase in weekly income for those supported of £142,500. This in turn impacts in terms of local spend in shops and services.

The support is provided to those most in need:

61% with disabilities, 45% from poverty groups, and 56% women

CASE STUDY

St Mary's Community Centre, Pontefract - Help at the Hub

Arthur (named changed for confidentiality) lives very local to St Mary's Centre and has accessed a great deal of support via Help at The Hub since the launch and continues to do so.

Arthur suffers from acute health problems and is registered disabled. The centre is fully accessible in line with the Equality Act 2010, therefore Arthur is able to confidently access St Mary's and all services provided here.

Arthur has accessed the Friday morning Citizens Advice drop-ins on a number of occasions which have been very helpful for him with various concerns. These have enabled him to access further assistance from the Department of Work and Pensions drop-ins, which are also held on Friday mornings at St Mary's. Professional and sensitive advice is offered at these sessions in a friendly, comfortable setting.

Arthur has become confident about coming into St Mary's for technical help, as he has difficulty in accessing the internet, using emails etc.

Staff provide support in the following ways:

- Send emails and attachments on his behalf (medical and legal)
- Type up handwritten notes to help with legibility.
- Help download documents.
- Photocopying and scanning

Arthur has also asked for assistance for his elderly neighbours. For example, his elderly neighbour needed help furnishing his WDH property. St Mary's contacted the relevant partners and referred Arthur's neighbours to Cash Wise and Wakefield Council Financial Services.

In other similar cases staff would signpost to a Wakefield Adult Education beginners IT course at St Mary's, so the individual could learn how to use emails, on-line services etc. However, due to his health conditions, this would not be appropriate for Arthur, therefore assistance is provided by staff whenever necessary.

5. FUND DISTRIBUTION AND SERVICE PROVISION– KEY FINDINGS

5.1 This section sets out our key generalised findings on how effectively and efficiently the Mayor’s Fund has been implemented and services provided, drawing on the desk research undertaken and feedback through the consultation interviews. It points to areas to celebrate, opportunities for refinement and improvement, a headline assessment of Value for Money (VFM) based on headline outputs achieved, and emergent impacts.

5.2 Promotion and Engagement

5.2.1 Many of the community based VCSE organisations involved in providing support across West Yorkshire already have a high profile and familiarity within their communities. This helps to break down the barriers for people seeking help. Furthermore, many have staff and volunteers that live locally, and this enables successful promotion and engagement of those that need help.

5.2.2 Engagement often works best where individuals and families are already accessing support from venues and organisations and can access different types of support from the same trusted providers (directly or indirectly through referrals).

5.2.3 Word of mouth is powerful in building awareness and trust. Where beneficiaries have received the support they need they often inform others in their networks about the help received.

5.2.4 Feedback from the community organisations suggested that promotion of available services was more effective if it was undertaken via the local community groups (i.e. more localised and customised to specific communities) – rather than activities that might be undertaken at a district level via the Council, for example.

5.2.5 Most services are oversubscribed and some heavily so. Some organisations are therefore not actively promoting their offer as they would not be able to support everyone who may respond, with the resources available. There is more demand than staffing hours available.

5.3 Beneficiaries and Inclusivity

5.3.1 Help is provided as far as possible for anyone that seeks it. The delivery partners do not turn people away.

5.3.2 Demand for the services across all districts is rising – and most of it needs to be delivered in person, if it is to reach the people that are most in need it.

5.3.3 Delivery organisations may not be able to offer full flexibility and access to support that some groups may need because of, for example, their limited opening hours, which may not suit those facing in-work poverty as they are at work during those times. The overall limited resources available necessarily restrict service availability in terms of both staffing and opening hours.

EVIDENCE: Fund distribution and support provided in Calderdale

- Overall, the total awarded across these projects from WYCA as part of the Calderdale Cost of Living Fund is £76,950.
- From this funding, £25,108.64 had been spent by the end of January across the voluntary and community groups.
- Noah's Ark was awarded £18,000, the highest amount awarded.
- Although several organisations commented that beneficiaries were evenly distributed across all wards (such as Age UK and Our Place Calderdale) Todmorden, Park and Town were the most predominant wards for beneficiaries.
- White British beneficiaries were the predominant ethnic background overall however, Asian was the most predominant for St Augustine's and Pakistani and Kashmiri was the most predominant for Advancement of Community Empowerment CIC.
- Although work has just begun on several projects at The Brunswick Centre and Space at Field Lane there has been a significant impact thus far with 1,098 people who have benefitted directly from this funding. Out of these 1,098 people, 365 people with a disability have been supported.
- Warm space provision and advice support are the most predominant type of support offered.

5.3.4 Most targets set have been achieved/exceeded e.g., 2,009 households were supported in Kirklees by the first monitoring return (against an overall target of 600), and 1,098 people in Calderdale were supported in December and January (against an overall target of 285).

5.3.5 There were significant numbers with disabilities/health conditions accessing the support provided by the Mayor's Fund. Support on Personal Independence Payments (PIPs) is the highest need with regard to benefits support across CABs and specialist community organisations. This is largely because DWP tend to reject the majority of those that apply. Advice is provided to help them to complete the applications properly and these support organisations have a strong track record of overturning the rejections on appeal. This in turn has a significant impact in terms of reducing dependency on the community services, as their income significantly increases.

5.3.6 Language support is offered by many of the delivery partners. One Calderdale VCSE partner organisation recruited a key worker from a deprived community, with lived experience and understanding of culture and issues, however, another Calderdale partner who did not provide language support had more limited take-up by ethnic minority groups.

5.4 Range of Support Delivered

5.4.1 A range of services are provided across each of the districts, with a focus on filling local gaps and adding additional resource/capacity.

5.4.2 An overview of services provided in each of the districts is set out in Section 4 of the report under Local Delivery Arrangements – this section provides additional information and examples of how delivering support has worked in practice.

5.4.3 Welfare and debt advice and support is provided through the CABs and specialist voluntary organisations, such as Disability Support Calderdale. They provide advice and support on diverse issues facing their communities, including:

- Benefits and tax credits
- Benefits Universal Credit
- Charitable Support and Food bank referrals
- Consumer goods and services
- Debt
- Education
- Employment
- Financial services and capability
- Health and community care
- Housing
- Immigration and asylum
- Relationships and family
- Tax
- Travel and transport
- Utilities and communications
- Legal.

5.4.4 Access to a Food bank, community pantry and/or emergency food parcels are provided across many of the community venues. Community pantries are a relatively new service and in Wakefield's hubs, are only offered in St Swithun's and St George's Community centres. More organisations across West Yorkshire are looking to provide pantries, as a means of helping their customers to become less reliant on food parcels and food banks.



Photo: The Mayor visiting the food pantry at St Swithun's Community Centre in Wakefield

5.4.5 Warm spaces have been supported through this funding – building on initial LA provision, i.e. in Leeds, Calderdale and Kirklees.

EVIDENCE: Support provided through Warm Spaces in Leeds

As at 20/03/23 VCSE Sector Warm spaces have reported a total of 26,137 unique visits and that they have made 1,762 signposting referrals.*

The following groups of people have been identified as common attendees:

- Older People
- People who are isolated
- People experiencing financial hardship
- Disabled People

Many VCSE sector Warm Spaces have used investment to develop activities that bring people together:

A British Asian lady in her late 30s - who we know to be very socially isolated - lives alone in a small flat and is often feeling uneasy or scared to go out on her own, particularly when its dark or later into the evening.

She wasn't interested in coming into our Warm Space initially. She said she would feel uncomfortable sitting with strangers even though we had books to read, TV to watch and board games available.

A few other people had asked for a craft session, so we looked into this. We're now working with another charity to offer the free craft activity during our warm sessions. It's been running for 2 sessions so far with further 6 planned. After some encouragement the lady decided to give it a try. She's attended both and is starting to talk to and make friends again with some of the other participants. We have visibly noticed it is helping re-build her self-confidence.

* This figure is based on daily sessional reports estimating the number of visitors to Warm Spaces and the inter-disciplinary team leading the work believe it to be a conservative estimate.

5.4.6 Digital /Wi-Fi access at the community venues accessing the Mayor's Fund is a key element. It helps to lift the barriers presented through digital poverty and ensures that residents can use the essential services they need and that are increasingly only available online. Many of the organisations also offer technical support and /or access to learning for those without digital skills.

5.4.7 Support for other costs, in addition to food and energy have also been enabled, addressing those gaps not covered by the Household Support Fund.

5.5 What works well?

5.5.1 The overall contract management arrangements and collaboration between WYCA and the LAs have worked well. The LAs fed back that they had a very strong and effective working relationship with the WYCA Contract Manager, who set out the Mayor's Funding aims and worked with them to plan and agree the most effective use of the funds in each area. Similarly most of the LAs and their VCSE lead organisations responded quickly to ensure that the Fund was distributed within very short timescales.

CASE STUDY

Support provided by Advancement of Community Empowerment, Calderdale

The organisation provides household items such as electrical items, warm bedding, warm clothing, school items and other resources, which have all been bought through the Mayor's Fund.

This has for example benefitted a young family of four, mother, father and two young children under three years of age. Mother and father are both unemployed and on multiple benefits, and have multiple mental and physical health issues, living in rented accommodation. After meeting with the family to establish their urgent needs, several household items were purchased, and they were referred to CAB to seek further advice and support. A meeting with their landlord led to essential remedial work being carried out.

The beneficiaries are now empowered on how to manage their affairs better, and where to seek support.

- 5.5.2 The delivery models are bespoke to each place, working well, and have proven to be successful in reaching those that are most affected by the Cost-of-Living crisis. They are not reinventing the wheel and creating new /duplicating infrastructure, thus are ensuring value for money, alongside increasing sustainability and resilience of VCSE organisations.
- 5.5.3 The ability to 'flex' the funding to respond to local needs is key. It helps to ensure that the support available fills local gaps in provision, as well as working to complement other sources of funding made available by the Councils and the Community Foundations in particular. This also enables:
- The community organisation to look at what they can do to engage with those groups that they may not ordinarily be able to support. For example, one organisation engages with young people in their community through their cybercafé – they come in to do their homework, and it offers a place for them to feel safe and connected.
 - Organisations to test new approaches – e.g. Calderdale CAB wanted to engage more effectively with Asian women, in Park Ward, Halifax, to provide financial and health support and services, as these groups may not access the support they need for language and cultural reasons. Recruiting a member of staff from this area, and training them to engage and provide support, has helped to overcome barriers to engagement, and provide responsive services, including energy advice in the beneficiaries' first language. Plans are underway to deliver ESOL classes in partnership with a local provider.
- 5.5.4 Local VCSE umbrella/infrastructure organisations have consistently targeted funding to enable diverse community-based groups/organisations to access resources to deliver interventions, thus extending reach into more disadvantaged communities and demographic groups.

5.5.5 The Hub model works well as a means of offering a range of services that are appropriate for the local communities and channelling other resources and activities through them.

CASE STUDY – Our Place Calderdale

Julie is a carer for her daughter and lives with other family members that she supports. Julie has disabilities herself and often struggles to take her daughter out, especially at weekends. Her daughter attends a day service, at Our Place, during the week, but to reduce her outgoings Julie doesn't have hot meals and often stays home feeling quite isolated, and at weekends, because of her daughter's disabilities, combined with her own, often stays home as it's a physical struggle for them both.

Julie has now started attending the Sunday warm spaces sessions which thanks to the funding, the organisation is able to offer for free. Her daughter attends with her, meaning they can spend time safely together, out of the house.

Julie is able to socialise whilst her daughter mixes with others, they are able to take part in activities that stimulate her daughter and entertain Julie, and Julie is able to have a hot lunch and as many cups of tea as she would like! Julie is now also attending the Thursday carer's wellbeing warm space session for the same reasons whilst her daughter is at day services.

This service had made such a difference to Julie's mental and emotional wellbeing. She has accessed further support from being able to talk to others going through the same struggles. She hopes Our Place are able to source further funding to be able to keep providing these services for free or little cost and extend the organisation's reach for those currently struggling in the community.

Her daughter has also greatly benefited from attending. She has made friends within the group, taken part in activities that she would not normally engage in, and is much happier being able to go out of the house and still spend time with her mum. She hassles Julie to bring her every week!

Our Place have new attendees who are really struggling at the moment and are so grateful that spaces like these are available. They comment that it's like having a day out, but not having to worry about the cost, or being cold, isolated or alone; and being able to get support not only from staff and volunteers, but from their peers who make them realise that they are not struggling alone.

5.5.6 Examples of specific interventions that have been identified as working well include:

- Offering food pantries (instead of /or alongside the alternatives)– enabling residents to select what they want to buy (at a reduced price), knowing that no food will go to waste. This approach also contributes to increased independence and resilience. (Wakefield partners are considering how to expand this through UKSPF funding, to include food education in each of the Hubs).
- Advice services delivering where it is needed in the communities on a face-to-face basis, are working well and are over-subscribed. The model of CAB advisers in the Help at the Hub network in Wakefield has been proven to be particularly effective, especially where those receiving advice can then immediately access other support available in the Hubs. The

ability to access more than one support intervention/service at a time at the Hubs helps to reduce outgoings/ travel time and stress for many customers.

- Mental health support through a dedicated worker, in Bradford, helps to fill gaps in local provision.

5.6 Challenges and Issues:

- 5.6.1 The funding provided to organisations is typically not a relatively large amount and they themselves have been impacted by increasing prices. The challenge for many is to maintain the service provision in these circumstances, whilst also providing additional services with ‘contributions’ rather than ‘full costs recovery’ funding.
- 5.6.2 Accessing and organising staff within very short timescales for delivery, and on short funding agreements. Accessing staff with skills for specialist advisory services, e.g. debt management and mental health, is a particular issue.
- 5.6.3 Warm spaces have to date had lower than anticipated take up, for example, in Kirklees. Feedback indicates that the key reasons for this include: covid fear; the weather has not been as cold as it might have been; potential stigma/negative perception attached to using a warm space (except where a range of activities is offered); and also the geography of Kirklees making it more difficult to get to the warm spaces for those that live more in the more rural parts. In Leeds, whilst they have worked well for a number of reasons, there is also a need to consider how these same spaces may be of use during the summer, in particular, to continue to offer a place for social connections.
- 5.6.4 Some organisations are struggling to engage with specific communities, despite having staff with the ability to speak the language and promotional material in the language. Research undertaken in certain ethnic minority communities (on behalf of Age UK Calderdale) indicates that the type of support offered (advice services in this case) is not always wanted and so there would be limited take-up of services even if it was specifically targeted.

5.7 Monitoring and Management Information

- 5.7.1 Recording every customer and their needs is a practical challenge. Delivery organisation staff often find it difficult to obtain the personal details required for monitoring from people in crisis and/or are vulnerable and categorise them. They also find it difficult to turn away someone who might not strictly fit the target beneficiary criteria. The cost-of-living crisis has had a far wider impact on groups that might not previously been affected.
- 5.7.2 Further thought and planning is needed for monitoring and measuring impact – for preventative interventions it is often harder to show impact. This needs to be built into a clear evaluation framework, with LAs setting out the specific information that should be collected, and feedback from service users also built into the process.

- 5.7.3 Because they face multiple challenges, many beneficiaries will seek to access various types of support – e.g. vouchers, then welfare advice, and also employment support etc. This makes it difficult for organisations to record unique users, particularly when they may return for more support at a later date.
- 5.7.4 Some organisations are well-placed to monitor, because of the nature of support e.g. CAB, or they may already be collecting the same data for another funding source e.g. Public Health.
- 5.7.5 The CABs record all their activities /support provision and collect a range of data and metrics including:
- Increase in clients helped and client contacts
 - Outreach Clients Postcodes
 - Enquiries by subject summary
 - Numbers of clients and enquiries
 - Benefits, UC & Tax Credits enquiries
 - Welfare Rights Enquiries
 - Housing enquiries
 - Employment enquiries
 - Employment enquiries comparison
 - Immigration enquiries
 - Immigration enquiries comparison
 - Utilities enquiries
 - Utilities enquiries comparison
 - Who are the clients- Gender, Disability/long term health issues, Ethnicity.
 - Case studies
 - Client Feedback

5.8 Areas for Improvements

- 5.8.1 For WYCA to agree clear reporting requirements (including deadlines) with all the LAs, having agreed what is most usefully collected, whilst ensuring that VCSE organisations are able to collect data against the agreed metrics. The starting point for this reporting is also to set clear targets and ensure delivery organisations understand how to record and measure the targets and have systems (and staffing /digital resources) in place for doing so.
- 5.8.2 More could be done by some delivery organisations to be more inclusive, particularly with ethnic minority groups and faith organisations. This includes considering language and culture as barriers and working with stakeholders within those communities to help to improve access to support. This would also include sharing experiences across the delivery organisations from those who have successfully engaged and delivered into these communities.
- 5.8.3 More help could be provided to address mental health support gaps.

5.9 Overall Lessons Learned

- 5.9.1 Not to prescribe and make assumptions about what communities need – it is key to meaningfully consult with them.
- 5.9.2 One size does not fit all – provision needs to reflect the local needs and gaps. Different demographics, and indeed topographies, impact on service demand and take-up and so each area /delivery organisation has different existing provision.
- 5.9.3 Delivery organisations need clear communications about why they are required to collect MI and what it will be used for, and to be consulted on the best way to collect what is needed and align it, as far as possible, to other existing data collection activities.
- 5.9.4 A little goes a long way in terms of funding support to the VCSE sector, but organisations do need to be properly resourced to meet the increasing demand they are experiencing – this includes resources needed at strategic/ fund management level, as well as delivery.
- 5.9.5 Not to focus just on our most deprived areas – some people facing a crisis are living in relatively affluent areas, however, due to stigma they may find it difficult to seek help.
- 5.9.6 Longer-term planning and funding agreements are needed to enable VCSE organisations plan their staffing (including training volunteers). They cannot easily recruit on short-term contracts (and there is a skills shortage/ gap in specialist fields such as debt management).

5.10 Value for Money

5.10.1 The following table gives an indication of VFM through the numbers of recorded beneficiaries supported in each of the Districts. Data is provided from the progress reports and management information collected and submitted to WYCA to date.

District	Minimum unique target beneficiaries to be supported	Numbers supported to date (Individuals/Households)
Calderdale (to end Jan)	285	1,098
Bradford	732	1,125
Kirklees (to end March)	600	2,009
Leeds (those receiving supported referrals via warm spaces)	1,080	1762
Wakefield (to end Feb)	475	487
Total	3,172	6,481

- 5.10.2 It should be stated that this is not the complete picture across all Districts, as monitoring reports still have to be submitted for support to the end of March across all districts.
- 5.10.3 Early indications, however, suggest that more than double the planned beneficiaries have been supported.
- 5.10.4 VFM based on beneficiaries supported and funding allocated (i.e. unit costs), is therefore significant, as the Fund, across most of West Yorkshire has already supported higher numbers of beneficiaries than targeted.
- 5.10.5 The table below sets out the unit costs against those numbers supported and reported on to date. It should be noted that these figures are expected to reduce further (and therefore provide even higher VFM) once data for support provided to the end of the delivery period is fully collected and analysed.

District	Unit costs for target number of beneficiaries £	Unit costs for beneficiaries supported to date £
Calderdale	298.25	77.41
Bradford	299.80	195.07
Kirklees	297.67	88.90
Leeds	299.95	183.85
Wakefield	300.00	292.61
Total	299.34	146.51

- 5.10.6 The figures, despite not being complete, evidence significant VFM for the services provided, with unit costs ranging from £77.41 to £292.61, but all less than the original of around £300.

5.11 Impact

5.11.1 It is too early to fully assess and quantify the impact of the support provided through the Fund, with the earliest service provision only starting in late December.

5.11.2 Feedback through the consultations suggests there is however some evidence of the following impact:

Who	What Impact
Individuals Resident/Households	<p>Increase in income and financial security helping to cover increased living costs.</p> <p>Social connections and social capital</p> <p>Improved health, well-being and confidence.</p> <p>Reduction of dependency on support / benefits, by accessing a wider package of support.</p> <p>Widening horizons and increased aspirations and motivation</p> <p>Progression from accessing support to volunteering in the organisations – for some.</p>
VCSE Organisations	<p>Ability to support more of those in need.</p> <p>Increased range of services.</p> <p>Improved sustainability, including through room hire to agencies.</p> <p>Increased profile/visibility and reach resulting in increased number of customers.</p> <p>Increased partnership and collaborative working to respond to local needs.</p>
Wider Community	<p>Increased spending in local shops/services, due to individuals increasing income (multiplier effect).</p> <p>Investment in community facilities has had a positive impact on community resilience and has reduced isolation.</p> <p>Increased community access to more services, skills, education and training facilities for disadvantaged communities.</p>

6. CONCLUSIONS

- 6.1 There is evidence of significant demand for the services and support provided by the Mayor's Fund, and it exceeds that available in many cases, in particular for emergency advice and support services.
- 6.2 The support through the Fund is highly accessible to many communities including those in deprived areas and is helping residents to address their needs, combined with other resources made available through the Local Authorities and other sources.
- 6.3 The delivery models work, providing excellent VFM, enabling diverse groups to access support they need.
- 6.4 The delivery models and community-based delivery arrangements supported through Fund embody the Asset Based Community Development approach promoted through the WY Inclusive Growth Framework. They help local residents to access support through organisations and people that they are familiar with and have a 'trust' relationship with. They help to address the needs of people who are at crisis and vulnerable, offering support that will enable them to become more resilient over time.
- 6.5 Given the limitations of the timing for this interim evaluation, there is inevitably a need to collect more detailed information to fully assess the impact of the Fund. Any follow up evaluation would benefit from a clear evaluation framework, which also encompasses how the delivery VCSE organisations collect data and what they collect.

7. RECOMMENDATIONS

7.1 There are a number of key recommendations arising from this interim evaluation:

- Maintain going forward into Phase 2 the flexibility offered through Phase 1 of this Fund to date.
- Encourage local areas to further consult with groups and users to decide how the Fund should be best allocated, addressing local gaps and needs.
- Encourage an increase in provision to address mental health support gaps, across each of the LA areas.
- Support, sustain and further develop VCSE infrastructures already in place – retaining knowledge, experience and relationships, to enable beneficiaries to gain resilience through trusted local provision, with local planning, collaboration and coordination, all minimising duplication of support.
- Share experience and approaches across groups within a LA area, and amongst delivery leads/LAs at the WY level, including through the dissemination of this report.
- Ensure as far as possible that there is sufficient forward planning for activities that involve the VCSE sector. The sector needs reasonable time to plan, tender & put in place resources to support capacity.
- Recognise that many VCSE organisations are currently under-resourced and ensure that MI collection requirements are proportionate – and communicate early to them what data is needed and what it will be used for.
- Identify potential linkages and opportunities for Fund expansion and continuation e.g. via corporate sponsorship, philanthropy, and other public resources – especially capacity building.
- Develop a monitoring and evaluation framework to fully assess the impact of the Fund and identify good practice for sharing and future delivery.

ANNEX: Consultees

Organisation	Interviewee
Calderdale Council	Sian Rogers & Amy Jenkinson
Bradford Council	Sarah Possingham
Kirklees Council	Julian Hobson & Neil Roberts
Leeds City Council	Lee Hemsworth & Nick Hart
Wakefield Council	Amanda Scott
Community Foundation Calderdale	Rachel Burnett
Calderdale CAB	Caroline Jones
Age UK Calderdale & Kirklees	Rachel Horner
Disability Support Calderdale	David Naylor
Bradford CAB	Peg Alexander & Razina Bostan
SVP, Bradford	Julie-Anne Webb
One Community Foundation	Emma Woods-Bolger
Voluntary Action Leeds	Richard Warrington
Leeds CAB	Dianne Lyons
Nova, Wakefield	Scott Copeland
Wakefield District CAB	Simon Topham
St Mary's Project	Denise Pallett
St George's Community Centre	Berni O'Brien

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Report to: West Yorkshire Combined Authority

Date: 22 June 2023

Subject: **West Yorkshire Tourism**

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

Author: Anika Gilbert, Policy Officer Employment & Skills

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 In March, the West Yorkshire Combined Authority [CA] approved a regional approach to promote and support tourism by endorsing a joint application of Local Authorities and the CA to VisitEngland to establish a Local Visitor Economy Partnership (LVEP) for West Yorkshire.

1.2 The application has been developed collaboratively by Local Authority and Combined Authority partners and was provisionally submitted on 19 June, subject to endorsement by this committee. The application has separately been considered by all Local Authorities through internal processes.

1.3 This paper provides an update on the application, the development of a regional Destination Management Plan, a governance model and funding.

1.4 Members are asked to:

- Approve the joint application for West Yorkshire LVEP status.
- Note the update of the Destination Management Plan and governance model.
- Endorse the development of a funding proposal, to establish the region's LVEP, once accredited, subject the CA's Assurance Framework.

2. Information

2.1 Local Visitor Economy Partnership Application Update

- 2.1.1 There are currently five local authorities in the West Yorkshire Combined Authority area and five publicly funded Destination Management Organisations with Visit Bradford, Visit Calderdale, Visit Leeds, Experience Wakefield and Kirklees Council.
- 2.1.2 West Yorkshire CA and LA partners have been working together to apply to VisitEngland to establish an LVEP for West Yorkshire, with Visit Leeds (Operated by Leeds City Council) as the lead applicant. An application has been provisionally submitted on 19th June, the most recent deadline, set by VisitEngland.
- 2.1.3 The application was triggered by VisitEngland's implementation of the recommendations from the 'De Bois' Review of the Destination Management Organisation landscape in England. The review recommended the creation of a coherent national portfolio of destination management organisations, including a tier of accredited Tourist Boards called 'Local Visitor Economy Partnerships' tasked with leading, managing and marketing destinations. VisitEngland, the national tourist board for England, are administering the accreditation.
- 2.1.4 The most recent application window for LVEP status closed on 19th June. VisitEngland had previously announced 12 destinations that gained LVEP in the first round of applications in April, in addition to the three North East Destination Development Partnership (DDP) pilot LVEPs announced earlier this year. The next application window is not expected until early autumn.
- 2.1.5 The application process required the development of a Destination Management Plan for the region and the establishment of a governance board reflective of West Yorkshire's visitor economy and in alignment with existing strategic priorities. The work sits alongside Yorkshire wide activity as guided by Yorkshire and Humber Leaders.
- 2.1.6 West Yorkshire partners put forward a comprehensive case of why and how developing, supporting and growing the visitor economy on a West Yorkshire footprint will make our region an even better place to live and work as well as to visit. The completed application form will be attached to this paper after the submission deadline as Item 1.
- 2.1.7 A response from VisitEngland is expected within two months of submission.
- 2.1.8 Members are asked to endorse the joint application for West Yorkshire Local Visitor Economy Partnership status.
- 2.1.9 In parallel to the ongoing work on the LVEP application, West Yorkshire Local Authorities and the Combined Authority are also active partners of a Yorkshire

wide project, initially taking place over two years, which has been initiated in response to Welcome to Yorkshire's, closure in spring 2022.

2.1.10 The former destination management organisation for Yorkshire has left a gap in the market and the Yorkshire Leaders Board has agreed for a project group to create and deliver a model to collaborate at a Yorkshire level to work together to market the region nationally and internationally as well as amplify heritage and culture offers, events and opportunities around travel and accommodation.

2.2 Destination Management Plan

2.2.1 One of the criteria for LVEP applicants is to have a destination management plan or tourism strategy based on the geography of the applicant and developed with local partners.

2.2.2 £25,000 of capacity funding already allocated to Leeds City Council was used to cover the costs and commission the Destination Management Plan for West Yorkshire.

2.2.3 A consultant was appointed to develop a Destination Management Plan (DMP) for West Yorkshire. This consultant has worked with all Local Authorities in West Yorkshire to develop the plan.

2.2.4 The DMP will set a strategic direction for West Yorkshire as a destination over the medium to long-term and cover all fundamental aspects of destination management for West Yorkshire, including:

- Tourism performance and impacts, including effective use of data;
- Operational working structures, strategic governance, and communication;
- Identifying options and outlining a high-level plan towards sustainable funding of the LVEP;
- Overall appeal and appearance, access, infrastructure, and visitor services;
- Destination image, branding and promotion (marketing);
- Product mix – development needs and opportunities;

2.2.5 Initial conversations with key stakeholders, including Local Authority and Combined Authority Officers have taken place and the strategic, research, product and media review is completed. The consultant is currently engaging with wider stakeholders across the West Yorkshire visitor economy to establish priorities.

2.2.6 VisitEngland have clarified that LVEP status can be achieved, subject to conditions, even if certain criteria have not been met/are not complete yet, as is the case with the West Yorkshire DMP, as they acknowledge the establishment of a LVEP is a process.

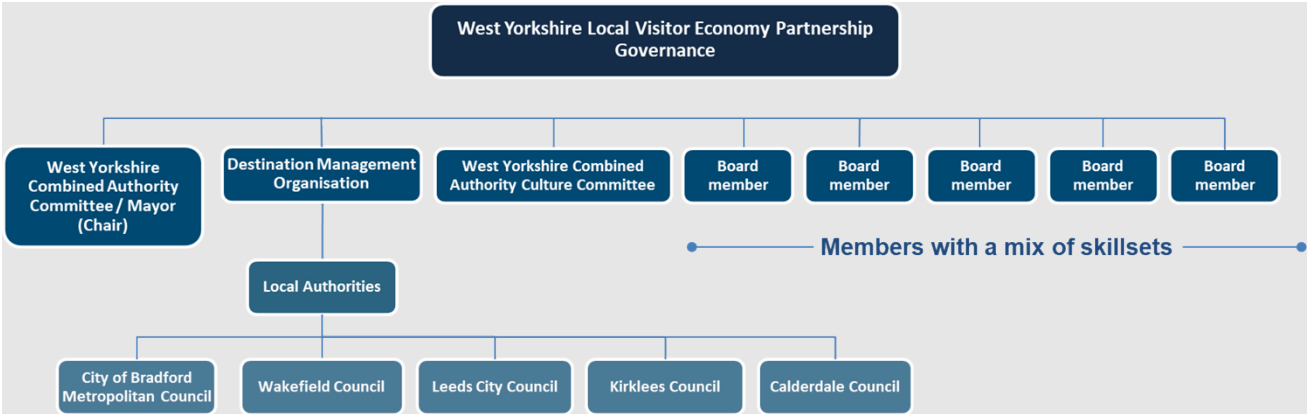
2.3 Governance

2.3.1 The proposed Governance structure for the West Yorkshire LVEP reflects the importance that has been attributed to the stewardship and development of the region’s visitor economy at a senior political level.

2.3.2 Mayor Tracy Brabin has agreed to Chair the West Yorkshire Local Visitor Economy Partnership Board [final name for this Board to be determined]. In addition, there will be a direct link to the Combined Authorities legal Governance structure through a member representing the Culture, Heritage and Sport Committee.

2.3.3 The proposed structure will ensure that any work on the visitor economy has strategic alignment to the wider agenda of the Combined Authority, with a particular focus on the Culture, Heritage and Sport Framework’s core themes (people, place, skills and business), but also place, transport, business and skills support, and vice versa.

2.3.4 Additional Members will be recruited in due course to ensure a mix of private, third and public sector voices and reflect the diverse nature of the region’s visitor economy. An outline structure for the proposed governance board can be seen below.



2.4 Funding

2.4.1 Becoming accredited by VisitEngland as LVEP does not currently attract any core or project funding from VisitEngland or DCMS. Part of the DMP will form the initial assessment of future income streams to create a self-sufficient, financially sustainable structure that is not dependent on public funding in the medium to long term.

2.4.2 Once the application is successful, any work to deliver on the priorities and activities identified in the regional DMP and on the core criteria of VisitEngland for LVEPs will require initial funding.

2.4.3 Although the region's DMP is still in its early stages, likely work of the future West Yorkshire LVEP is envisaged to include the following:

- Regional Strategy development and delivery
- Destination management planning
- Coordination/liaison with VisitEngland/DCMS
- Platform for partnership development between the public and private sector
- Commission of outward services
- Sector intelligence
- Development of a skills and business support offer specific to the tourism sector
- Tourism product development and delivery
- Near domestic marketing
- Region wide Travel Trade & Conferencing/Conventions
- Alignment of local marketing strategy & performance
- Convention Bureau Services
- Research and evaluation services
- Digital Services

2.4.4 The meeting of the Combined Authority in February 2023 outlined indicative funding of £500,000 for the West Yorkshire tourism workstream from gainshare. This proposal has not yet been taken through the assurance process and so is subject to the authority's assurance framework and a final Combined Authority decision. Members are asked to endorse the development of a funding proposal, to establish the West Yorkshire LVEP, once accredited by VisitEngland.

2.4.5 Building on the findings of the region's DMP (currently in development, see above) this would mean a Strategic Assessment would be developed over the summer and, subject to approval, a business case could be completed for consideration and approval in late 2023 / early 2024.

2.4.6 Part of the indicative funding would also support the Yorkshire wide tourism project that is aligned to but separate from and taking part parallel to the West Yorkshire LVEP workstream. This contribution is expected to be £50,000.

2.4.7 As laid out in the March CA meeting, a do-nothing approach could have led to a situation where all or a number of local authorities could have submitted an application to become an LVEP in their own right.

2.4.8 Had only one succeeded, this would have relegated neighbouring local authority DMOs to 'tier three' of the new VisitEngland structure, meaning little or no support from VisitEngland, no access to current or future funding opportunities, England wide campaigns, country managers or international travel trade campaigns.

3. Tackling the Climate Emergency Implications

- 3.1 Embedding sustainable tourism are one of the key programme goals for the LVEP programme. The strategic development of the West Yorkshire visitor economy enables a focus on sustainable activities for and by visitors and businesses and other actors within the sector that minimise the negative environmental impact of tourism. There is also an opportunity to link existing activity delivered in line with the Combined Authorities net-zero ambitions, such as promoting sustainable travel of visitors to and within the region.

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. Strategic development and support of our visitor economy intends a positive shift of local and wider perceptions of our region, contributing to local pride, as well as attract new investment, grow businesses and create jobs. As outlined in the West Yorkshire Investment Strategy, inclusive growth cannot be a bolt-on and any project seeking funding from the Combined Authority must demonstrate a proactive and targeted approach to engaging with and bringing benefit to disadvantaged groups. This approach will apply equally to any proposals for investment in the West Yorkshire LVEP.

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 The meeting of the Combined Authority in February 2023 outlined indicative funding of £500,000 for the West Yorkshire tourism workstream from gainshare. A robust funding proposal, which will be subject to the CA's Assurance Framework and final decision, will be developed.

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 and this will be reflected in the business case that would be developed.

9. Recommendations

It is recommended that Members:

- 9.1.1 Endorse the approach of a West Yorkshire LVEP application to VisitEngland.
- 9.1.2 Note the proposed Governance structure and proposals for considering the gainshare to support the activity of the LVEP (to be brought to a future meeting).

11. Background Documents

[West Yorkshire Tourism Paper](#), West Yorkshire Combined Authority Meeting from 16 March 2023

12. Appendices

Appendix 1: West Yorkshire Local Visitor Economy Partnership application – to follow

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Report to: West Yorkshire Combined Authority

Date: 22 June 2023

Subject: **Partnership Working with West Yorkshire Integrated Care Board**

Director: Alan Reiss, Chief Operating Officer

Authors: Jennifer Connolly, Associate Director for Improving Population Health

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

1. Purpose of this Report

- 1.1 The Combined Authority and the NHS West Yorkshire Integrated Care Board (ICB) are developing a partnership agreement that sets out our shared commitment to working together on the factors that affect population health: fair economic growth, climate, tackling inequality.
- 1.2 The draft agreement sets out how we can further collaborate and move from mutually beneficial but separate work to a greater level of more strategic investment in shared capacity and shared work programmes. The purpose of the agreement is to codify the existing strong relationships between our two bodies at West Yorkshire level, describe our relationship more formally and set out the framework for greater partnership working.
- 1.3 This report seeks approval to enter into the partnership agreement and to agree reciprocal membership arrangements between the two organisations.
- 1.4 These papers have also been reviewed and endorsed by the West Yorkshire Integrated Care Partnership on 6th June 2023.

2. Information

Partnerships at West Yorkshire level

- 2.1 Tackling inequity and injustice, including health inequalities and socio-economic disparities, are priority areas of focus for the West Yorkshire Mayor, the West Yorkshire Combined Authority (WYCA), the West Yorkshire Health and Care Partnership and the NHS West Yorkshire Integrated Care Board (WY ICB) Chair and Chief Executive.
- 2.2 West Yorkshire's leaders have come together recognising the value of collaborative, partnership working around inclusivity and health determinants. There has been a commitment to work together on these issues and jointly resource a small team to catalyse system change. There is strong base and potential to grow the national recognition for the leadership role that West Yorkshire plays in this area of work.

Health, inclusion and growth

- 2.3 We know that around 80% of the things that generate and sustain good health, are things outside of healthcare. As well as individual factors, social determinants have a strong influence on the health of the population. This includes the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life.
- 2.4 Good health is vital to an enjoyable and meaningful life, free from avoidable pain, anxiety and, in the worst cases, premature death. But it is also a crucial determinant of our economic prospects, both at an individual, local, regional and a national level.
- 2.5 Additionally, when the economy doesn't work for people, harm is caused to both people and the planet. This harm may be in the form of ill health, climate breakdown or economic inequalities and insecurity. The response is usually to spend money to respond to these harms, and so we become trapped in an expensive cycle of spending money to fix what was broken.
- 2.6 It is clear, therefore, that the contribution of combined authorities, and local authorities are hugely influential in the health of the population, and any powers and resources that are within the control of these institutions should be looking at ways of positively maximising their impact on the population's health.
- 2.7 Concurrently, changes in the NHS structural arrangements and articulation of purpose have put greater emphasis on the role of the NHS as contributor to social and economic development and have created a new geographical footprint for NHS management responsibilities – removing Clinical Commissioning Groups (which tended to be broadly similar to local authority footprints) and creating Integrated Care Systems (ICSs) and Board (closer to combined authority footprints, some better aligned than others).

- 2.8 It is particularly important to acknowledge and strengthen this link, given the wider ongoing changes in the economic geography of our places and the way we live. There is an inextricable relationship between health and socioeconomic outcomes, as witnessed in the current situation around the cost of living and the impact of ill-health on labour markets. West Yorkshire leaders are committed to delivering the best possible outcomes for their population through addressing the drivers that affect this relationship.
- 2.9 We are therefore setting out in the attachment partnership agreement, the aim to codify the existing strong relationships between our two bodies operating at the West Yorkshire level and describe our ambition for greater partnership working that catalyses our shared ambitions for better lives. Our shared mission is that by working in partnership, we can develop and deliver better policies, programmes and services that will improve the lives the people of West Yorkshire. Our shared ambition is to be a region that understands and invests in lifetime health, both for our current population and for future generations.
- 2.10 The work programme supporting this will be delivered through a focus on shared priorities and resources, in three main ways: health and inclusion in all policies; programme design and delivery to demonstrate this in action; development of future ambition for the region.
- 2.11 It is therefore recommended that the West Yorkshire Combined Authority:
- endorse this approach and support the work;
 - sign the attached partnership agreement to demonstrate commitment and agreement of areas of focus;
 - acknowledge the West Yorkshire Health and Care Partnership Board's extension of membership to include the Mayor and Chief Executive of the Combined Authority and agree to these appointments;
 - seek to review opportunities for Integrated Care Board colleagues to take up ex-officio advisory roles on Combined Authority Committees, in the first instance through the Place Regeneration and Housing Committee extending an ex-officio advisory role to Chair of the Integrated Care Board (or delegated representative).

3. Tackling the Climate Emergency Implications

- 3.1 There is an explicit commitment to working together to ensure that our collective actions mitigate the health impacts of the climate emergency and maximise our region's contributions to tackling climate change.

4. Inclusive Growth Implications

- 4.1 There is an explicit commitment to better joined up thinking, planning and delivery of our policies, strategies, programmes and services to ensure the maximum benefits of health and wealth for our population.

5. Equality and Diversity Implications

- 5.1 There is an explicit commitment to tackling discrimination and removing structural inequality in our joint work. We commit to working closely together through the work of our shared West Yorkshire Inclusivity Champion, so that we can hear more directly from our diverse communities about their priorities for our region. In doing so, we will aim to maximise the diversity advantage of West Yorkshire and ensure that all parts of West Yorkshire's diverse communities can be part of designing and delivering the healthier, more fair and more inclusive West Yorkshire that we are working for.

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 resolves:

10.1.1 To enter into the Partnership Agreement with the West Yorkshire Integrated Care Board as attached at Appendix 1.

10.1.2 To endorse the determinants of health and inclusion work programme.

10.1.3 To agree to the appointment of the Mayor and the Chief Executive onto the West Yorkshire Health and Care Partnership Board

10.1.4 To appoint the Chair of the Integrated Care Board (or their delegated representative) onto the Place, Regeneration and Housing Committee as an ex-officio advisory representative.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

Appendix 1 – Draft Partnership Agreement between West Yorkshire Combined Authority and the NHS West Yorkshire Integrated Care Board

Appendix 2 – Determinants of health and inclusion for West Yorkshire – a partnership approach

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DRAFT Partnership Agreement:

Between West Yorkshire Combined Authority and West Yorkshire Integrated Care Board

Shared Purpose

This document outlines the agreement of:

**West Yorkshire Combined Authority (WYCA)
and West Yorkshire Integrated Care Board (ICB)**

as partners committed to improving the physical, mental, economic and social wellbeing of people in West Yorkshire. The Agreement sets out how we will approach our shared commitment to working on the factors that affect our population’s health: including fair economic growth, responding to the climate emergency and equality, diversity and inclusion. As well as leveraging the maximum economic and social benefits of improved health to increase regional productivity, and the strengths of the health and care sector to increase opportunity and prosperity for the people of West Yorkshire.

The aim of this written Agreement is to codify the existing strong relationships between our two bodies operating at the West Yorkshire level, and describe our ambition for greater partnership working that catalyses our shared ambitions for better lives.

Shared Mission

Our shared mission is that by working in partnership, we can develop and deliver better policies, programmes and services that will improve the lives the people of West Yorkshire. Our shared ambition is to be a **region that understands and invests in lifetime health**, both for our current population and for future generations.

We cannot separate the economic prosperity of our region from the wellbeing of the people who live here. A healthy population contributes to a stronger, more inclusive economy; and a stronger, more inclusive economy contributes to improved population health. By working collaboratively on these agendas we believe that we will use our **collective resources more effectively**, creatively develop more mutually beneficial solutions and create the conditions for our population to thrive.

As partners, and as organisations founded on partnership, we agree to continue work to work on **the principle of subsidiarity** – and our joint work will respect the established “three tests”. That is, that work should be undertaken and managed locally, except where:

- it requires the scale of being across West Yorkshire to be effective;
- where there are unwarranted levels of variation in outcome between places or population groups in West Yorkshire and collaborative working will deliver more equitable solutions; or
- where there is an entrenched or “wicked” problem and where effective and innovative solutions can be developed by coming together across the wider geography.

As publicly funded bodies, we are acutely conscious of our existing commitments to **spend our time and resources wisely** and this will continue in our work in partnership. We are also committed to implementing shared decisions and priorities, holding ourselves and each other **mutually accountable** for effective delivery.

Shared Priorities

The ICB as the lead organisation for our wider West Yorkshire Health and Care Partnership (Integrated Care System) has a core purpose not only to deliver high quality health and care services in West Yorkshire, but to also improve the factors that determine the health of the population. The ICB vision is that **all partners work together so that people can thrive in a trauma informed, healthy, equitable, safe and sustainable society**. The ICB recognises that improving the region's health will require working strategically on developing people's lifetime health with the bodies and sectors that are central to improving social wellbeing, living environments and economic opportunity.

The purpose of the CA is to make West Yorkshire a place with a strong, successful economy where everyone can live a great life. The vision set out in the West Yorkshire Plan is for **a brighter West Yorkshire – a place that works for all, an engine room of ideas and creativity where anyone can make a home**. Underpinning this is the importance of a healthy population to a strong economy, as well as the centrality of the health and health science sectors to the West Yorkshire economy.

Therefore, where our shared priorities overlap is firmly in the space of the social determinants of health, and our joint work will focus on: economic opportunity, climate emergency and inclusion.

▪ Economic Opportunity

The single biggest determining factor for people's health is their economic wellbeing. Whilst a decent income does not guarantee good health, poverty and sustained low incomes increases the chances of ill-health substantially. Therefore, increasing and expanding economic opportunity for people in West Yorkshire is a cornerstone of improving health. This goes deeper than just income and covers living and working healthily and the ability to make everyday health choices.

Equally, our regional economic prosperity is intrinsically linked to the wellbeing of our population. In West Yorkshire as we play host to large sections of the national health service infrastructure and a significant proportion of the UK's health tech and health science sector, there is an economic imperative to maximising our region's economic relationship with our health and care institutions. This, combined with our strong university base and excellence in research, gives us an excellent base to becoming a regional centre for applied research into the determinants of health. Working together, we can use these strengths in health and social science to attract more investment in research and development of the factors that determine health.

Our collective health services act as an anchor to our economic strength and growth: as employers, investors, innovators and as major purchasers of goods and services.

As partner organisations we commit to better joined up thinking, planning and delivery of our policies, strategies, programmes, bids and services to ensure the maximum benefits of health and wealth for our population.

▪ Climate Emergency

Without action, predictions for the impact of the climate emergency on West Yorkshire shows dire consequences for our regional economy – including farming, fisheries, manufacturing and

international trading. The direct health consequences alone predict sharp increases in childhood asthma and more people with serious respiratory illnesses, cancers and climate related illnesses.

It is imperative that our commitment to tackling the climate emergency creates actionable and results-driven solutions so that we can be confident that region is more resilient to climate change and that we can also use our long history of innovation to plan ahead and develop the health-focused technologies that will enable our region to face the future with confidence.

As partners organisations, we commit to working together to ensure that our collective actions mitigate the health impacts of the climate emergency and maximise our region's contributions to tackling climate change.

- **Equality, Diversity and Inclusion**

Being a region that can confidently ensure that equality, diversity and inclusion are effectively woven through all our policies and services is a clear shared priority. Inequalities in health have been shown time and again to not only have a devastating impact on individuals – but to have a generational impact on the economic wellbeing of significant parts of our West Yorkshire communities.

Health and care employs one of the most diverse workforces in West Yorkshire, yet its most senior leadership does not yet reflect this diversity. West Yorkshire's economy benefits hugely from national and international trading relations built by the diverse workforce of West Yorkshire and yet the benefits of our economic strengths are spread far too unequally across our population.

As partners organisations, we commit to tackling discrimination and removing structural inequality in our joint work. We commit to working closely together through the work of our shared West Yorkshire Inclusivity Champion, so that we can hear more directly from our diverse communities about their priorities for our region. In doing so, we will aim to maximise the diversity advantage of West Yorkshire and ensure that all parts of West Yorkshire's diverse communities can be part of designing and delivering the healthier, more fair and more inclusive West Yorkshire that we are working for.

- **Determinants of Health**

As our partnership work develops and strengthens, we anticipate that there will be more opportunities for joint activity focused on the factors that determine health. We aim to improve our joint working on a strategic level on key priorities for regional wellbeing such as: good work, healthy homes, creativity for health, sustainable transport and active travel, violence reduction and safety for women and girls, sustainable places and community life.

As partners organisations, we commit to using the principles of this agreement, we will ensure that every joint endeavour meets subsidiarity, is value for money and adds value to our respective work.

Shared Capacity

We recognise that joint work requires dedicated capacity and we commit to sharing resources that will enable us to carry out our joint work effectively and maximising each partner organisation's existing resources.

We have created a small number of joint roles that work across our two partnership organisations to work on our shared priorities, these include:

- **Associate Director Population Health** – this role oversees the strategic links between health and the regional economy and will focus on leading our joint work on: health and inclusivity in all policies, systematically and explicitly ensuring the health and inclusivity implications of the decisions we make are taken into account; the delivery of joint programmes and the development of future ambition for the region.
- **Head of Regional Health Partnerships** – this role helps maximise the impact of local government in regional health and care, working with local authority elected members, local health and wellbeing boards, chief executives and directors of children's and adults' social care to strengthen integration.
- **West Yorkshire Inclusivity Champion** – this role provides expert advice on inclusion and addressing regional disparities, including the organisations internal policies, strengthening diversity of process around recruitment and selection and development or collaboration on programmes to increase the diversity of talent working in our partner organisations.
- **Senior Programme Manager for Improving Population Health** working in the Violence Reduction Unit – this role brings public health approaches to reducing violent crime in the region and better understanding of the causes of violence and exploitation.

As our joint work expands, we will continue to look for opportunities where shared capacity may provide an effective and cost-effective option, including joint projects or campaigns.

Shared Governance and Representation

In order to bring mutually beneficial perspectives into each other's key decision making forums, we agree to include representation from each other's partnership. Specifically – we agree that:

- the West Yorkshire Health and Care Partnership Board will extend its membership to include the Mayor and Chief Executive of the Combined Authority.
- the Combined Authority will seek to review opportunities for Integrated Care Board colleagues to take up ex-officio roles on Combined Authority Committees. In the first instance the Place and Regeneration Committee will extend an ex-officio role to the Chair of the Integrated Care Board (or delegated representative).

Senior officers from each organisation will meet regularly to ensure effective line management and delegation of joint appointees, discuss progress on joint work and will share upcoming strategic agendas where joint work may be possible. All discussions and proposals will follow the usual, most appropriate governance routes in each respective organisation.

This document is agreed and signed on DATE and will be reviewed every two years.

Signatures

Tracy Brabin, Mayor, West Yorkshire Combined Authority

Cathy Elliot, Chair, Integrated Care Board

Ben Still, Chief Executive, West Yorkshire Combined Authority

Rob Webster, CEO, Integrated Care Board

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Health determinants and inclusion for West Yorkshire – a partnership approach

1 Introduction

- 1.1 Tackling inequity and injustice, including health inequalities and socio-economic disparities, are priority areas of focus for the West Yorkshire Mayor, the West Yorkshire Combined Authority, the West Yorkshire Health and Care Partnership and the West Yorkshire ICB Chair and Chief Executive.
- 1.2 West Yorkshire's leaders have come together recognising the value of collaborative, partnership working around inclusivity and health determinants. There has been a commitment to work together on these issues and jointly resource a small team to catalyse system change. There is strong base and potential to grow the national recognition for the leadership role that West Yorkshire plays in this area of work.
- 1.3 West Yorkshire recognises the two-way nature of the relationship between health and the economy and the need to move towards an inclusive wellbeing economic approach to benefit our population.
- 1.4 This paper sets out the approach and work plan for partners across West Yorkshire, in addressing the social determinants of health and inclusivity through partnership arrangements.
- 1.5 This work set out in this paper will contribute to supporting the delivery of:
 - West Yorkshire Integrated Care Partnership strategy
 - West Yorkshire Combined Authority corporate plan
 - West Yorkshire Mayoral Pledges

2 Context

- 2.1 Health inequalities are avoidable, unfair and systematic differences in health between different groups of people. They are rooted deep within our society, and they are widening, leading to disparate outcomes, varied access to services, and poor experiences of care. This results in earlier deaths, lost years of healthy life, intergenerational effects from traumatic experiences, and has significant economic costs for society. Yet, health inequalities are mostly preventable.
- 2.2 We know that around 80% of the things that generate and sustain good health, are things outside of healthcare. As well as individual factors, social determinants have a strong influence on the health of the population. This includes the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life.
- 2.3 Good health is vital to an enjoyable and meaningful life, free from avoidable pain, anxiety and, in the worst cases, premature death. But it is also a crucial determinant of our economic prospects, both at an individual, local, regional and a national level.
- 2.4 A recent report from the IPPR demonstrated that experiencing a physical health condition was associated with a drop in annual earnings of £1,800 (in 2014–19) and

£1,700 (in 2020–21), and that mental illness was associated with a drop in annual earnings of £2200 (in 2014–19) and £1,700 (in 2020–2021) fall in earnings. We also found, between 2020–21, that the long-term physical illness of another household member was associated with a fall in annual earnings of £1,224.

- 2.5 Lost earnings have a significant impact on Gross Domestic Product (GDP). The IPPR estimate that long-term-sickness-determined loss of earnings cost the UK economy £43 billion in 2021, equivalent to around two per cent of GDP. This is just one route by which health impacts on the economy. Lower business spend on overheads, business costs from sick days, lower production and the impact of short-term illness could be significant additions to this figure.
- 2.6 Additionally, when the economy doesn't work for people, harm is caused to both people and the planet. This harm may be in the form of ill health, climate breakdown or economic inequalities and insecurity. The response is usually to spend money to respond to these harms, and so we become trapped in an expensive cycle of spending money to fix what was broken.
- 2.7 Most of health spending goes on treating people when they get ill. The later we treat people, the more advanced and complex their health issues are, and the more expensive they are to treat. Investing in the interventions and policies that create health and wellbeing, preventing ill health at its earliest stage are much better value for money than the treatment of ill health. A failure to invest properly in prevention leads to greater long-term costs for the NHS and the public purse.
- 2.8 An inclusive wellbeing economy which focuses on prevention, people, and the planet, saves money by reducing avoidable reactive spending to preventable harm.
- 2.9 There are some groups who are at increased risk of not being served equally by the economy and this impacts negatively on their physical and mental health. For example, throughout their lives women are more likely to be excluded from work due to pregnancy and childcare responsibilities, caring responsibilities, and menopause. There are also groups for whom work can transform their lives and their health, but who are excluded from work, for example ex-offenders, people recovering from drug and alcohol addiction and refugees and asylum seekers.
- 2.10 Mitigating against the structural obstacles to good health through civic action is a key to reducing health inequalities. This includes use of legislation, regulation, taxation and licensing within devolved local powers to help make healthy choices easier for people. Local government focus on improving this level of intervention needs to be targeted appropriately to reach all relevant parts of the population.
- 2.11 It is clear, therefore, that the contribution of combined authorities, and local authorities are hugely influential in the health of the population, and any powers and resources that are within the control of these institutions should be looking at ways of positively maximising their impact on the population's health.
- 2.12 Local authorities in West Yorkshire are supported to deliver this impact through their Director of Public Health and team. The West Yorkshire ICB are supported through the Improving Population Health Team, and the West Yorkshire Combined Authority is now

supported through the recent appointments of Inclusivity Champion and Associate Director for Improving Population Health (joint appointments with the ICB).

2.13 The work programme of this new team needs to be complementary, but discrete and add value to the existing work of the West Yorkshire Directors of Public Health, Improving Population Health team and the regional Office of Health Improvement and Disparities (OHID), to demonstrate the population health system working that is necessary to address the challenges outlined.

2.14 Since the first devolution deal in 2014, there has been ongoing debate, and review of the deals between national government and combined authorities, which continues to look at what level of delegation of both power and resource should be transferred to a combined authority and how should that be overseen and scrutinised.

2.15 Concurrently, changes in the NHS structural arrangements and articulation of purpose have put greater emphasis on the role of the NHS as contributor to social and economic development and have created a new geographical footprint for NHS management responsibilities – removing Clinical Commissioning Groups (which tended to be broadly similar to local authority footprints) and creating Integrated Care Systems and Board (closer to combined authority footprints, some better aligned than others).

2.16 “The purpose of ICSs is to bring partner organisations together to:

- improve outcomes in population health and healthcare
- tackle inequalities in outcomes, experience and access
- enhance productivity and value for money
- help the NHS support broader social and economic development.”

This ‘fourth purpose’ of the ICSs particular purpose is perhaps the least well defined and understood in NHS clinical, management and strategy terms, social and economic development has long been, and will continue to be, a permanent if permeable part of our place.

2.17 It is particularly important to acknowledge and strengthen this link, given the wider ongoing changes in the economic geography of our places and the way we live. There is an inextricable relationship between health and socioeconomic outcomes, as witnessed in the current situation around the cost of living and the impact of ill-health on labour markets. West Yorkshire leaders are committed to delivering the best possible outcomes for their population through addressing the drivers that affect this relationship.

3 Areas of work

3.1 Broadly, this work will be driven by working on three main areas:

- Health and inclusivity in all policies
- Programme delivery
- Development of future ambition for the region.

4 Health and inclusivity in all policies

4.1 Health in All Policies (HiAP) is an approach to policies that systematically and explicitly takes into account the health and inclusivity implications of the decisions we make; targets the key social determinants of health; looks for synergies between health and other core objectives and the work we do with partners; and tries to avoid causing harm with the aim of improving the health of the population and reducing inequity.

- 4.2 Taking this approach through the work of the West Yorkshire Combined Authority will enable the maximisation of opportunities to create the conditions for good, healthy, fairer lives for the population of West Yorkshire.
- 4.3 Within this approach we will also go further on internal policy approaches to address inequalities and strengthening diversity of process around recruitment and selection within West Yorkshire Combined Authority and partners. Additionally, we will explore the consistency of, and strengthen where necessary, mentorship and/or sponsorship programmes to support a diversity of talent development within the organisation.
- 4.4 This approach will also include the production of a narrative about the approach and how we are addressing inequalities across West Yorkshire. This will build on the excellent existing work in local authorities, including as examples Leeds Marmot City; Bradford's Health Research Collaboration; Calderdale's anti-poverty strategy; Kirklees' inclusion and diversity strategy; and Wakefield's Health and Wellbeing strategy. It will also build on the strength of work that has been developed through the Integrated Care Partnership including the health equity fellows and health inequalities academy.
- 4.5 This also builds on a growing body of joint working between the Integrated Care Partnership and the Combined Authority, as exemplified by the Violence Reduction Unit and the System of Sanctuary.
- 4.6 The routes for delivery of this approach will be:
- involvement in policy development through WYCA policy review group;
 - development of an integrated impact assessment;
 - implementation of the recommendations from the Dame Donna Kinnear review;
 - developing a consistency of approach to community representation in planning and delivery of programmes;
 - ensuring an inclusivity lens on economic development and recovery
 - continued review of the use of data in strategy, policy and programme design and promotion of improvements in data quality and recording of protected characteristics.
- 4.7 It is also important to note that the approach requires strength of relationship building, networking, and communication between partners, that will be driven by the team referenced in 2.5, but will need to extend well beyond this team and be a system responsibility. This is further articulated in the attached partnership agreement.
- 4.8 Notable forthcoming strategies where input has already commenced or been requested include:
- West Yorkshire Investment Strategy
 - West Yorkshire Plan
 - West Yorkshire Economic Plan
 - West Yorkshire Housing Strategy
 - Local Nature Recovery strategy
 - West Yorkshire Transport Strategy

5 Programme delivery

- 5.1 To demonstrate good practice ways of working to deliver the Health in all Policies approach, there will be some discrete areas of programme delivery. Whilst recognising

that when it comes to addressing population health and inequality challenges, the single biggest intervention is knowing that there is no single biggest intervention, it is important that we take every opportunity to demonstrate and improve the way services and programmes are delivered to maximise health and equity.

5.2 These are outlined below and will be fully scoped over the coming weeks.

- **Anti-racism campaign.** We will strengthen and broaden the Root Out Racism campaign across West Yorkshire.
- **Development of an Integrated approach to Equality Diversity and Inclusion.** This will be supported by the development of an Equality, Diversity and Inclusion Strategy to build on the implementation of the recommendations of the Dame Donna Kinnear review.
- **Cost of living.** Building on our joint cost of living plan by reviewing citizens advice commissioning and provision across the region for opportunity to align, simplify and maximise uptake of debt advice and benefits claimed. We will continue to connect this work to the wider, long-term issues highlighted by this current crisis, poverty and climate change.
- **Work and health.** Building on the Fair Work Charter, the work of the inclusive growth team and work in local authorities, we will develop a programme to support SMEs with understanding and supporting the health and wellbeing needs of their employees. We will review the opportunities around apprenticeships for diverse groups and will ensure that start up grants are more accessible for a wider range of cohorts. We will also build on the work initiated by the Integrated Care Board, to enable care leavers across West Yorkshire to access career opportunities across the health and care service and harness the talent and potential that lies within this community.
- **Housing and health.** We will build on existing work of the West Yorkshire Housing partnership health and housing group and establish a Housing First workstream looking at existing local provision and exploring linked work and potential funding.
- **Climate action.** Ensure the continuation of the connections between the climate change action between the local authorities, combined authority and ICB to maximise impact strengthen connection with inequalities and health impact.
- **Culture, health and inclusion.** Build explicit connections between the cultural activities and health and inclusion impacts across the region, through local authorities, West Yorkshire Combined Authority culture framework and ICB culture and health work.

These work programmes build on the excellent collaborative approaches already being implemented through activity such as the Violence Reduction Unit and the System of Sanctuary.

6 Development of future ambition for the region

6.1 West Yorkshire has a huge amount to offer national leaders given the ambition, creativity, and direction that has been set out in the West Yorkshire plan. Underpinning all the missions and ambitions that are set out in the West Yorkshire Plan and the Integrated Care Partnership strategy are three core areas of focus: economic opportunity; climate emergency and inclusion.

6.2 The work areas set out above will enable us to go further at a national level and influence thinking and policy making that will have direct impact on our people and

places. This work will give us a stronger platform for highlighting excellence of working in this field, from across the region and opportunities to profile local and regional working.

6.3 There has been excellent leadership in this area already including contribution to the recent NHS Confederation report “Unlocking the NHS’s social and economic potential: creating a productive system”. As part of this work, Cathy Elliott has developed a maturity framework to assess systems progress on this work. A self-assessment of the West Yorkshire system will be made against this framework to help further develop our approaches.

6.4 Additionally, the Leeds Health and Social Care Hub gives us the opportunity to connect directly with the Department of Health and Social Care to innovate and shape policy.

6.5 Further, we have excellent universities across the region, and excellent connections with our business community. The work in this area will be both informed by and will help to shape future research and innovation through the links with Y-PERN, the AHSN and the innovation hub.

6.6 We are already involved in several key national debates and policy shaping discussions. The current areas of involvement and influence are:

- Health and Devo Working Group – a series of roundtables led by NHS Confed and the LGA.
- The Health Devolution Commission – an independent cross-party and cross-sector body working to champion and support the successful implementation of devolved and integrated health and social care services across England.
- Health Foundation – a commission supporting Combined Authorities to be more effective in tackling health inequalities, by providing capacity to ten Combined Authorities (CAs) to enable them to extend their activity to improve health.
- Learning capture project – an NHS England commissioned piece delivered by NHS Confederation, LGA, National Voices and NAVCA, supporting partnerships to explore effective leadership models to deliver social and economic development.

7 Recommendations

7.1 This paper sets out the approach and work plan for partners across West Yorkshire, in addressing the social determinants of health and inclusivity through partnership arrangements.

7.2 It is recommended that the West Yorkshire Integrated Care Partnership and the West Yorkshire Combined Authority:

- endorse this approach and support the work;
- sign the attached partnership agreement to demonstrate commitment and agreement of areas of focus.



Report to: West Yorkshire Combined Authority

Date: 22 June 2023

Subject: **Assurance Framework post LEP integration update**

Director: Alan Reiss, Chief Operating Officer

Author: Craig Taylor, Head of Portfolio Management and Appraisal

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 request the Combined Authority to review and approve the proposed revisions to the West Yorkshire Combined Authority Assurance Framework required because of the changes to the LEP Constitution and governance arrangements following the approval of the LEP Integration Plan.
- 1.2 To update the Combined Authority on the West Yorkshire Combined Authority Assurance Framework peer review.

2. Information

LEP Integration

- 2.1 In West Yorkshire, we have a long and proud history of the private and public sectors working in partnership to grow our economy and create a fairer, more prosperous and sustainable society. The Leeds City Region LEP has long been one of the most diverse and successful LEPs in the country, leading on the delivery of the £1bn Growth Deal.
- 2.2 The Government announced in its Spring Budget that Local Enterprise Partnerships would no longer be supported from 2024, and that the role they have previously played would be brought into Mayoral Combined Authorities. In our region, this means completing the process that has already been underway to integrate the LEP fully into the Mayoral Combined Authority.

- 2.3 Throughout the integration process all partners have been clear that the strong partnership between the public and private sector in West Yorkshire must be maintained. Whether the issue has been how to encourage more people to start and grow businesses, or to provide services to develop skills, how to improve transport in our region, or investment to tackle the climate emergency, the private and public sectors have sat side by side in shaping and taking decisions about our strategies and our investments. We want this model of deep partnership to continue, because we know that only by the private and public sectors working together can we make the change we want to see: to make our region globally competitive whilst also providing opportunity so that everyone can reach their potential.
- 2.4 The private sector will therefore remain represented within the Mayoral Combined Authority and its committees and will remain a fundamental partner in decision-making and delivery.
- 2.5 In July 2022 a LEP Integration Plan (IP) for West Yorkshire was submitted to government. A request for further information was made in September, which was provided and a final version of the LEP Integration Plan submitted. Government endorsed the IP on 20 December 2022. A formal letter confirming that government endorsed the IP was received on 17 January 2023.
- 2.6 The Combined Authority and LEP Board approved the changes to the LEP Constitution and governance arrangements at their meetings on 02 February and 08 March respectively.
- 2.7 The Assurance Framework now needs to reflect these changes and has therefore been revised and is attached at **Appendix A**. The key changes are listed below:
- References to LEP have been removed where the LEP functions have been integrated with the Combined Authority functions.
 - Sections 2.2, 2.3, 5.3, 5.4, Appendix 2 and Appendix 3 have been deleted.
 - Appendix 6 and any reference to it has been deleted as European funding has ceased.
- 2.8 The Assurance Framework has also been revised to reflect the recent changes required to governance arrangements in the light of the organisational evolution programme.
- 2.9 The Combined Authority are requested to approve proposed revisions.
- Proposed Peer Review
- 2.10 The Combined Authority at their meeting on 02 February supported a peer review of the Assurance Framework to be undertaken as follows. To date the following has been undertaken:

- The Assurance Frameworks from the other eight MCAs have been reviewed and compared against the West Yorkshire Combined Authority's.
- Meetings have been held with Greater Manchester (transport and non-transport), West Midlands, South Yorkshire and Liverpool to discuss how well their Assurance Framework is working and to learn lessons from them for the review of the West Yorkshire Combined Authority's Assurance Framework.
- Engagement with users of the Assurance Framework to determine from their perspective what is working well, what issues they have and what changes they would like to see. This has included a survey sent to approximately 1,000 individuals and a number of meetings / workshops within the Combined Authority and with partners.
- Proposed amendments to the Assurance Framework have been drafted and are being further reviewed in line with the revised Combined Authority directorate structure and operating model, approved in June 2023, to enable us to be more outcome focussed and deliver for the people of West Yorkshire.

2.11 Therefore, the peer review will not be complete for the Combined Authority's meeting on 22 June 2023. Once the further review has been concluded the proposed revisions to the Assurance Framework will be presented to the Combined Authority for approval. In the meantime we are continuing to work with our partners to ensure the Assurance Framework is as flexible and proportionate as possible.

3. Tackling the Climate Emergency Implications

3.1 Climate emergency benefits and implications have been embedded throughout the Assurance Framework and the related templates and guidance documents to ensure that the climate emergency is considered by all schemes that come through Assurance Framework.

3.2 To strengthen decision making, a robust, quantifiable methodology for assessing all new schemes predicted carbon emissions / wider clean growth impacts has been developed (carbon impact assessment tool – CIA). The CIA has been included in all business case templates and approvals will not be sought until a CIA has been completed.

3.3 Climate emergency benefits and implications are required to be included in all project approvals reports which ensures that the business cases evidence their climate emergency impact.

4. Inclusive Growth Implications

4.1 Inclusive growth implications have been embedded throughout the Assurance Framework and the related templates and guidance documents to ensure that inclusive growth is considered by all schemes that come through Assurance Framework.

- 4.2 Inclusive growth benefits and implications are required to be included in all project approvals reports which ensures that the business cases evidence their inclusive growth impact.

5. Equality and Diversity Implications

- 5.1 Equality and diversity benefits and implications have been embedded throughout the Assurance Framework and the related templates and guidance documents to ensure that equality and diversity are considered by all schemes that come through Assurance Framework.
- 5.2 The recently revised and strengthened equality and diversity toolkit has been included in all business case templates and approvals will not be sought until an EqIA has been completed.
- 5.3 Equality and diversity benefits and implications are required to be included in all project approvals reports which ensures that the business cases evidence their equality and diversity impact (both directly and indirectly).

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 The Combined Authority and LEP Board approved the changes to the LEP Constitution and governance arrangements at their meetings on 02 February and 08 March respectively.

10. Recommendations

- 10.1 The Combined Authority reviews and approves the proposed revisions to the West Yorkshire Combined Authority Assurance Framework required because of the changes to the LEP Constitution and governance arrangements following the approval of the LEP Integration Plan.
- 10.2 To note the update on the West Yorkshire Combined Authority Assurance Framework peer review.

11. Background Documents

- 11.1 None

12. Appendices

12.1 Appendix A: Assurance Framework 2023, version 2

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West Yorkshire
Combined Authority
Assurance Framework
2023

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1 Introduction

1.1 About the Assurance Framework

This is the Assurance Framework for the West Yorkshire Combined Authority (the 'Combined Authority'). The Assurance Framework sets out the arrangements that the Combined Authority have in place to ensure that public money is managed effectively. It explains how the Combined Authority identify, appraise, and evaluate schemes to achieve value for money.

The Assurance Framework covers expenditure on programmes and schemes funded by Government. This includes funding received by the Combined Authority in respect of the Single Investment Fund (the 'SIF'). Further details on the SIF can be found in section 2.1.

1.2 Purpose of the Assurance Framework

The purpose of this Assurance Framework is to ensure that the necessary systems and processes are in place to manage funding effectively, and to ensure the successful delivery of the vision and missions of the West Yorkshire Plan (WY Plan)¹. Its focus is to ensure that necessary practices and standards are implemented to provide the Government and the Combined Authority with assurance that decisions over funding (and the means by which these decisions are implemented) are proper, transparent and deliver value for money.

1.3 Updating the Assurance Framework

The Assurance Framework is reviewed and updated on an annual basis and signed off by the Combined Authority and the statutory Section 73² Chief Finance Officer in line with the requirements of the National Local Growth Assurance Framework (2021). The Assurance Framework also takes into consideration the guidance set out in the Strengthened Local Enterprise Partnerships report (2018) and has been prepared in accordance with guidance issued by the Chartered Institute of Public Finance and Accountancy.

1.4 The Seven Principles of public Life

The Seven Principles of Public Life (the 'Nolan principles')³ underpin this Assurance Framework to ensure that the Combined Authority, their Members and their officers, are upholding the highest standards of conduct and ensuring robust stewardship of the resources they have at their disposal.

¹ The priorities of the SEF are 1. Boosting productivity, 2. Enabling inclusive growth, 3. Tackling the climate emergency, 4. Delivering 21st century transport, 5. Securing money and powers. The SEF will be implemented in April 2021.

² Appointed under Section 73 Local Government Act 1985

³ These are selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

2 About West Yorkshire

2.1 The Combined Authority

The Combined Authority was established in 2014 to bring together local councils and businesses to champion the region's interests nationally and internationally, securing investment from Government and other sources to drive the economy forward, by carrying out economic regeneration and development functions as well as acting as the local transport authority for West Yorkshire.

In March 2020, the West Yorkshire councils and the Combined Authority agreed a “minded to” devolution deal with Government. The deal detailed £1.8bn of Government investment (including £1.14bn over 30 years), to be subject to local influence and decision-making, enabling spend on local priorities, together with a range of new devolved functions. The devolution deal was subject to the Combined Authority adopting the model of a directly elected mayor (the ‘Mayor’) over the Combined Area (West Yorkshire), that is becoming a Mayoral Combined Authority.

The Combined Authority has now been established by Order as a Mayoral Combined Authority, with the first election for a Mayor taking place in May 2021. The Mayor is directly elected by the local Government electors in West Yorkshire. **Appendix 1** to this Assurance Framework sets out which Functions are the responsibility of the Mayor.

A key element agreed in the devolution deal was a “**Single Pot**” approach to funding which consolidates funding lines and reduces ring-fences. This gives the Combined Authority greater control, flexibility and responsibility over funding streams and their outcomes. The new funding will form a **Single Investment Fund (the ‘SIF’)**.

The devolved functions exercised by the Combined Authority as a Mayoral Combined Authority include:

- **Transport-related powers** including in relation to highways, traffic management and permit scheme functions.
- **Adult education and skills functions** thus enabling decision-makers to closer align spending on skills with the opportunities and needs in the local economy in order to engage adults and provide them with the skills needed for entering and sustaining employment, an apprenticeship, traineeship, or other further learning.
- **Housing functions** relating to compulsory purchase, plus provision of housing and land, land acquisition and disposal, and development and regeneration of land.
- **Economic development** – duty to prepare an assessment of economic conditions.

- **Policing and Crime functions**^{4, 5}.

2.2 Accountability

The Combined Authority has a democratic mandate to invest in its local area. The directly elected Mayor provides a single point of accountability for residents and is held responsible for their decisions through the local elections, as well as through the Combined Authority's Overview and Scrutiny Committees.

The Combined Authority is the accountable body for the SIF, which means it is directly accountable to Government for complying with any conditions or requirements attached to funding.

2.3 Geography

The geographical area covered by the Combined Authority consists of the districts of Bradford, Calderdale, Kirklees, Leeds, and Wakefield. The Assurance Framework applies across all programmes and schemes managed by the Combined Authority, some of which cover a broader geography than these five districts.

The Combined Authority will continue to explore opportunities for further collaboration with partner councils, including Harrogate Borough Council, Craven District Council, Selby District Council, City of York Council and North Yorkshire County Council, and across the whole of Yorkshire through the Yorkshire Leaders' Board.

2.4 West Yorkshire Plan (WY Plan)

In May 2023, the Combined Authority agreed to formally adopt the West Yorkshire Plan as the overarching strategic framework for the region.

The West Yorkshire Plan sets out a shared vision, narrative, and ambitions for the region. The purpose of the West Yorkshire Plan is to:

- Explain who West Yorkshire is and what we want to achieve
- Set the trajectory for the longer-term up to 2040
- Ensure that government and wider local and national stakeholders are clear on the priorities and ambitions of the region
- Ensure that all regional partners speak with one strong voice

The WY Plan includes five missions, that are aspirational and represent long term ambitions for West Yorkshire. State of the Region reporting will continue to provide the monitoring framework underpinning the West Yorkshire Plan targets and wider policies and strategies of the Combined Authority.

⁴The exercise of these functions are subject to separate assurance processes, and do not therefore come under this Assurance Framework.

⁵ The Mayor exercises Police and Crime Commissioner functions, but the exercise of those functions is subject to separate assurance processes and do not fall within the scope of this Assurance Framework.

The WY Plan strengthens our existing policy framework which includes a suite of policies and strategies aligned to areas of delivery.

Our vision for West Yorkshire is

A brighter West Yorkshire - a place that works for all. An engine room of ideas and creativity, where anyone can make a home.

Five missions have been set to achieve this:

Mission One: A **prosperous** West Yorkshire – an inclusive economy with well paid jobs

Mission Two: A **happy** West Yorkshire – great places and healthy communities

Mission Three: A **well-connected** West Yorkshire - a strong transport system

Mission Four: A **sustainable** West Yorkshire – making lives greener

Mission Five: A **safe** West Yorkshire – a region where everyone can flourish.

All our policies and strategies work toward meeting at least one of these missions.

2.5 West Yorkshire Investment Strategy

The West Yorkshire Investment Strategy (the 'WYIS') sets out the transformational investments that the Combined Authority will commit resources to, and the process required to make those investment decisions over an agreed investment period. The WYIS, as well as setting out the context, objectives and targets of the Combined Authority derived from the WY Plan, will also identify the criteria that will be used to select and prioritise schemes:

- Investments with the highest potential contribution to the Combined Authority's targeted objectives and outcomes.
- Selection of schemes must also be driven by those which support inclusive growth, our climate emergency ambitions, drive social value, tackle market failure, maximise value for money and provide different kinds of return to the SIF.
- The SIF should be guided by the funder of last resort principle - demonstrating a clear strategic case for public investment.

The design of the SIF should not mean an equal share across themes or geographies and therefore places could expect to benefit in different ways and at different times.

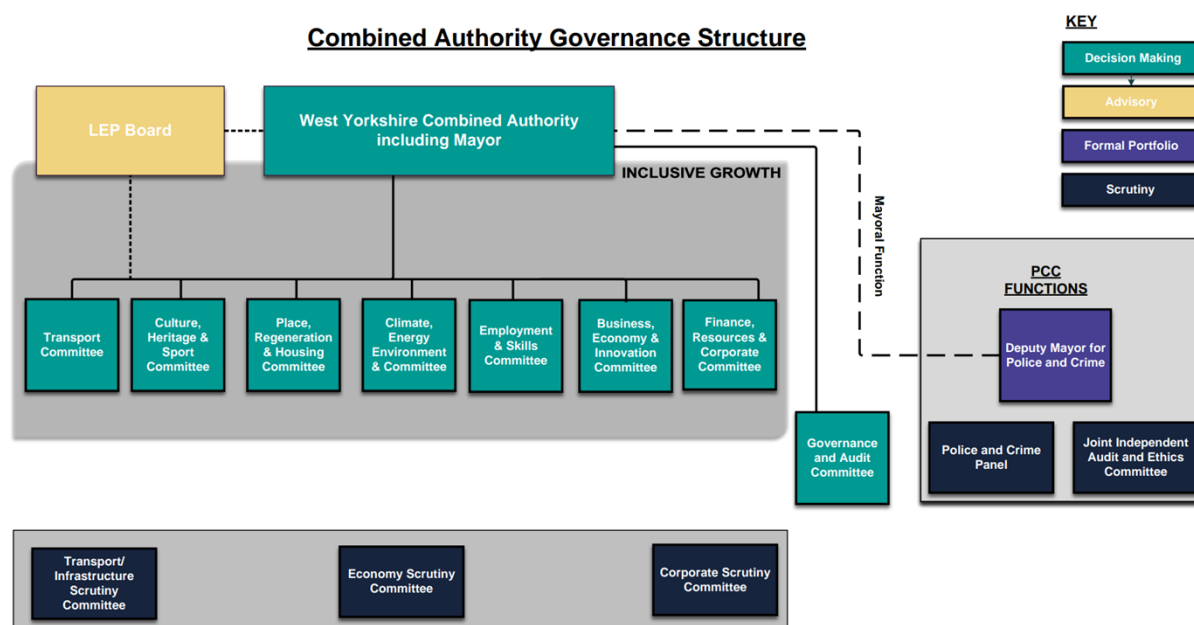
The WYIS was approved by the Combined Authority on 24 June 2021 and revised on 23 June 2022.

3 Governance

3.1 Governance Structure

A structure chart of the Combined Authority is set out below.

Committees and Panels concerned with the Mayor’s Police and Crime (PCC) Functions are subject to separate assurance processes and do not fall within the scope of this Assurance Framework.



3.2 The West Yorkshire Combined Authority

Appendix 2 sets out the governance arrangements of the Combined Authority, including membership. The Mayor by virtue of their office is a Member and Chair of the Combined Authority.

The Mayor is responsible for carrying out some specific functions (Mayoral Functions). The Combined Authority is responsible for any function of the Combined Authority which is not the responsibility of the Mayor (any Non-Mayoral Function).

Decisions on Non-Mayoral Functions may be taken:

- **By the Combined Authority**, (that is, at a meeting of the members of the Combined Authority acting collectively), or
- **By a committee** of the Combined Authority which has delegated authority for the function,
- Under **joint arrangements** with other local authorities, or
- **By an officer** of the Combined Authority under delegated authority.

The Mayor’s vote is required in support of any decision taken at a meeting of the Combined Authority about any Non-Mayoral Function which the Combined Authority acquired when it became a Mayoral Combined Authority, that is, further to the devolution deal.

Any decision about a Mayoral Function (that is a function which is the responsibility of the Mayor) must be taken by the Mayor, or by

- The Deputy Mayor,
- Another member of the Combined Authority, under delegated authority from the Mayor, or
- An officer of the Combined Authority under delegated authority from the Mayor.

3.3 Decision-making Committees

In addition to the Combined Authority, the following Committees have decision-making powers:

<p>Transport Committee</p>	<p>This Committee is authorised to carry out any Non-Mayoral Function of the Combined Authority relating to transport including any function of the Combined Authority in its role as local transport authority, travel concession authority or transport authority, where the cumulative total of the financial approval and tolerance is within the threshold agreed by the Combined Authority.</p> <p>The Committee also has a specific role in liaising with the Climate, Energy and Environment Committee and the Place, Regeneration and Housing Committee to secure the decarbonisation of transport infrastructure.</p> <p>The terms of reference, membership of the Committee, the dates of future meetings and agenda items can be found here.</p>
<p>Culture, Heritage and Sport Committee</p>	<p>This Committee is authorised to carry out any Non-Mayoral Function of the Combined Authority relating to culture, heritage and sport where the cumulative total of the financial approval and tolerance is within the threshold agreed by the Combined Authority.</p> <p>The Committee also has a specific role in liaising with the Place, Regeneration and Housing Committee in relation to infrastructure planning for culture, heritage and sport to promote the visitor economy and support heritage schemes.</p> <p>The terms of reference, membership of the Committee, the dates of future meetings and agenda items can be found here</p>
<p>Place, Regeneration and Housing Committee</p>	<p>This Committee carries out any Non-Mayoral Functions which promote quality of place through spatial infrastructure planning for transport, strategic land use and asset management where the</p>

	<p>cumulative total of the financial approval and tolerance is within the threshold agreed by the Combined Authority. It also carries out the Combined Authority’s role as lead authority for One Public Estate Programme and acts as a Housing and Land Board.</p> <p>The Committee has a role in decarbonisation of infrastructure, planning for sustainable development and flood risk management in liaison with the Climate, Energy and Environment Committee.</p> <p>The terms of reference, membership of the Committee, the dates of future meetings and agenda items can be found here.</p>
<p>Climate, Energy and Environment Committee</p>	<p>This Committee carries out Non-Mayoral Functions relating to green and blue infrastructure, climate resilience and emission reduction and the development of any regional flood resilience plan where the cumulative total of the financial approval and tolerance is within the threshold agreed by the Combined Authority.</p> <p>The Committee will liaise with Place, Regeneration and Housing Committee and Transport Committee to progress decarbonisation of infrastructure and planning for sustainable development.</p> <p>The terms of reference, membership of the Committee, the dates of future meetings and agenda items can be found here.</p>
<p>Employment and Skills Committee</p>	<p>This Committee carries out Non-Mayoral Functions relating to employment, skills, and adult education.</p> <p>It has a specific responsibility to liaise with the Business, Economy and Innovation Committee to ensure good employment, skills and training.</p> <p>The terms of reference, membership of the Committee, the dates of future meetings and agenda items can be found here.</p>
<p>Business, Economy and Innovation Committee</p>	<p>This Committee is authorised to carry out Non-Mayoral Functions which promote business growth and productivity, provide business support and drive trade and inward investment where the cumulative total of the financial approval and tolerance is within the threshold agreed by the Combined Authority.</p> <p>It is required to liaise with the Employment and Skills Committee to secure good jobs, skills and training and ensure good employment.</p> <p>The terms of reference, membership of the Committee, the dates of future meetings and agenda items can be found here.</p>
<p>Finances, Resources and Corporate Committee</p>	<p>This Committee is authorised to carry out Non-Mayoral Functions including asset management, human resources and information and communication technology where the cumulative total of the financial approval and tolerance is within the threshold agreed by the Combined Authority. This includes equality, diversity and</p>

inclusion, health and safety and issues which fall outside of the terms of reference of any other Committee.

The terms of reference, membership of the Committee, the dates of future meetings and agenda items can be found [here](#).

3.4 The LEP Board

The LEP Board is a business-led public private local partnership which brings together the private and public sectors from across the City Region to:

- Provide strategic leadership,
- Unlock the region’s vast potential by enabling business to grow and develop,
- Stimulate growth that will create jobs and prosperity for everyone who lives, works and does business in the region, and
- Advise on strategy and policy aimed at meeting both the current and future needs for the region’s economy.

The LEP Board is authorised:

- To advise the Combined Authority in respect of any Non-Mayoral Function which relates to, or impacts on those matters set out at paragraph 1.
- To advise the Mayor in respect of any Mayoral General Function which relates to, or impacts on those matters set out at paragraph 1.
- To promote, in collaboration the Combined Authority and its other committees: equality and diversity, inclusive growth, tackling the climate emergency, and the strategic alignment of the Combined Authority’s policies, investment priorities, strategies, and plans.

3.5 Other Committees of the Combined Authority

The Combined Authority also has the following Committees:

Overview and Scrutiny Committees	There are three statutory Committees of the Combined Authority which review and scrutinise decision-making by the Combined Authority
Transport / Infrastructure Scrutiny Committee	This Overview and Scrutiny Committee is responsible for the scrutiny of any functions relating to transport, or any transport-related function, or any function relating to place, regeneration and housing. The terms of reference, membership, meeting dates, agenda items and minutes of the Committee can be found here .
Economy Scrutiny Committee	This Overview and Scrutiny Committee is responsible for the scrutiny of any functions relating to:

	<ul style="list-style-type: none"> • business, economy, and innovation, • climate, energy, and the environment, • culture, heritage and sport industries, and • employment and skills, <p>The terms of reference, membership, meeting dates, agenda items and minutes of the Committee can be found here.</p>
<p>Corporate Scrutiny Committee</p>	<p>This Overview and Scrutiny Committee is responsible for the scrutiny of any functions relating to finance, resources, or corporate issues, or any function that does not fall within the terms of reference of any other Overview and Scrutiny Committee.</p> <p>The terms of reference, membership, meeting dates, agenda items and minutes of the Committee can be found here.</p>

<p>Governance and Audit Committee</p>	<p>This Committee fulfils the Combined Authority’s statutory requirement to appoint an audit committee. It also carries out functions relating to promoting standards of conduct. See further section 5.7.</p> <p>The terms of reference, membership, meeting dates, agenda items and minutes of the Committee can be found here.</p>
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3.6 Adult Education and Skills

There are separate assurance arrangements in place for administering the adult education and skills functions of the Adult Education Budget (the ‘AEB’) provided by the Department of Education (the ‘DfE’) and Multiply (UK Shared Prosperity Fund), which aligns to the AEB. Further detail on the separate arrangements for the AEB and Multiply are provided in Annex C of the National Local Growth Assurance Framework. The assurance process as set out in section 7 of this Assurance Framework does not therefore apply.

A summary of the arrangements for administering, monitoring and evaluating the AEB is set out in **appendix 4** to this Assurance Framework.

4 Decision-making

4.1 Investment Decisions

All investment decisions are made by reference to:

- How well they contribute to the strategic priorities as set out in the SEF and the WYIS (when approved).
- Statutory requirements.
- Any grant conditions attached to funding.
- Local transport objectives.
- Funding programme objectives.

Decisions are based on merit, taking into account all relevant information.

All investment decisions are taken in accordance with the assurance process stages and activities, subject to agreed exceptions (such as bids to Government / re-prioritisation, small grant programmes, adult education functions, where alternative arrangements are in place).

Section 7 of the Assurance Framework sets out in detail the assurance process for schemes, and the **decision points** that take place at the end of each activity.

Any investment decision which has not been delegated (including those decisions where a scheme has fallen outside of the tolerances identified by the Combined Authority) must be taken by the Combined Authority.

The Combined Authority sets a bespoke approval pathway and approval route to be followed for each scheme. This may delegate decisions to any of the Combined Authority's decision-making Committees, or to the Chief Executive, subject to any scheme staying within agreed tolerances.

Except where otherwise specified in this Assurance Framework, all programmes and schemes require **approval from the Combined Authority at least once in their lifetime**, which wherever possible is Decision Point 2 (Strategic Outline Case (SOC) or Business Justification Case (BJC)) but can also be at Decision Point 3 (Outline Business Case (OBC)) or Decision Point 4 (Final Business Case (FBC)).

Before taking any funding decision, a decision-maker needs to be satisfied that the Assurance Framework has been complied with. The Combined Authority's Strategic Assessment Prioritisation (SAP) group and the Programme Appraisal Team (PAT) have a key role in ensuring compliance with the Assurance Framework, see Section 7 below.

The Committees of the Combined Authority have authority to make any decision to progress a scheme⁶ under the Assurance Framework⁷ in accordance with any

⁶ Including determining change requests

⁷ After Decision Point 2 (SOC) only

bespoke approval pathway and approval route for the scheme⁸, as delegated by the Combined Authority

Any investment decision taken by the Chief Executive under delegated authority, is usually taken in consultation with the Combined Authority's Internal Leadership Board. The Chief Executive reports delegated decisions to the appropriate decision-making committee as delegated to by the Combined Authority.

4.2 Business Support Service, Economic Development Loans and Business Grants

There are currently specific arrangements in place in relation to the approval and appraisal of business grants and economic development loans, which are not therefore subject to the assurance process set out in section 7.

Business Support Service	<p>The Business Support Service for the City Region is funded through the CA's Single Investment Fund and the Department of Business and Trade (DBT). DBT's contribution for 2023/24 is £380,000 awarded for and £40,000 for the CA's role as Growth Hub cluster lead for Yorkshire. Funding was increased broadly in-line with inflation but still only at 50% of the level prior to 2022/23.</p> <p>15 FTE SME Growth Managers operate within the City Region's local authority partner councils, each of which are funded 75% through the CA's single investment fund and 25% through the respective Local Authority.</p> <p>Progress on the Business Support Service project is reported on a quarterly basis to the Business, Economy & Innovation Committee (BEIC), and as required on a 6-weekly basis to the LEP Board by the BEIC Chair (who is the Leader of Kirklees Council). There is also a private sector lead on the BEIC, who is the owner of a small business in West Yorkshire. The BEIC is responsible for reviewing whether the project's output and expenditure targets are met and for identifying and addressing risks and opportunities. In addition, detailed six-monthly reports and quarterly financial claims are sent to DBT and the Department for Levelling Up Communities and Housing.</p>
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⁸ With the exception of those cases where the decision would result in a revised financial approval which exceeded the cumulative total of the financial approval and tolerance threshold agreed by the Combined Authority at Decision Point 2 (SOC), or Decision Point 3 (OBC) by more than 25%, in which case the decision must be taken by the Combined Authority.

Economic Services Loans & Equity	<p>The Combined Authority has recently procured a fund manager (the Foresight Group) to deliver the new £20m SME Investment Fund. The fund is providing loans and equity investment to SMEs from £50k to £2m with the aim of generating a commercial return for the Combined Authority and supporting economic growth. All decisions on the investments made into SMEs by the fund have been delegated to Foresight as part of their contract with the Combined Authority. The BEIC and LEP Board will receive regular progress reports and will provide oversight and scrutiny of the fund and its delivery.</p>
Economic Services Grants	<p>Arrangements in relation to economic services grants are set out in Appendix 3.</p>

5 Transparency and Accountability

The Combined Authority are mindful of the need to build the trust and confidence of stakeholders and the public, in relation to the ability to take investment decisions. Promoting transparency in its decision-making is a key part of this. We are committed to keeping records which demonstrate that all legal obligations are met, and all other compliance requirements placed upon us, and these are accessible as set out below.

The Combined Authority designates a statutory Monitoring Officer who is responsible for ensuring that decisions conform to the relevant legislation and regulation⁹. This role is carried out by the Combined Authority's Head of Legal and Governance Services, who is responsible for providing legal advice to the Combined Authority. A key part of the Monitoring Officer's role is ensuring that the legal responsibilities of the Combined Authority as accountable body in relation to ensuring the transparency provisions are met, as set out below.

The Monitoring Officer also has a key role in relation to conduct, including maintaining and publishing registers of interest for the Combined Authority – see further below.

5.1 Publication of Information

For transparency, the Assurance Framework is published on the West Yorkshire Combined Authority, together with supporting information.

The Combined Authority website contains details of our WYIS, WY Plan and its underpinning policies and strategies as well as information relating to progress on delivery of all programmes.

An overview of all scheme business cases and evaluation reports are published on the [Combined Authority website](#). These scheme pages also include links to relevant news articles. The Combined Authority is committed to meeting the Government branding guidelines for projects under this Assurance Framework.

Summaries of business cases are electronically published ahead of Committee meetings.

5.2 Transparency Arrangements

Specific statutory requirements apply to the Combined Authority in relation to transparency. Additionally, the Combined Authority also complies with a number of good practice recommendations. The key arrangements in place are:

- The public's right to attend meetings and inspect documents of the Combined Authority as set out in its Procedure Standing Orders.
- Meetings of the Combined Authority are live streamed, enabling the public to watch the meeting over the internet.

⁹ The Monitoring Officer is required by law to formally report to the Combined Authority where it appears to the Monitoring Officer that any proposal, decision or omission of the Combined Authority is unlawful or amounts to maladministration.

- Agendas and reports of meetings of the Combined Authority and its Committees are available to the public on its website, five clear days before a meeting [here](#).
- Minutes of meetings are published on the Combined Authority website [here](#).
- Business case summaries of all schemes / programmes coming forward for a decision are published on the Combined Authority website. Summaries of schemes / programmes can be found [here](#).
- Key decisions taken by officers are published on the Combined Authority website [here](#).
- The Combined Authority adheres to the Local Government Transparency Code which requires the publication of additional data.

Notice of any proposed key decision is published on the Combined Authority website 28 days in advance of the decision, in accordance with the Access to Information Rules in Part 4 of the Constitution [here](#). This includes any decision taken under the decision points of the assurance process as set out in section 7 of this Assurance Framework.

5.3 Diversity Statement

Our EDI Vision

The Combined Authority's vision is to be a leader recognised nationally for our focus and commitment to EDI.

Our EDI Statement

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

- The Combined Authority will not tolerate behaviours, actions or words that discriminate on the grounds of race, age, sex, gender identity, sexual orientation, religion or belief, pregnancy and maternity, marriage and civil partnership or disability.
- All training for staff on EDI will be mandatory.
- All staff will be set an annual objective about how they must promote EDI in their work, and we will monitor compliance of line managers with this requirement
- We will monitor and report the protected characteristics of our staff to ensure we represent the communities we serve, and we will set targets where analysis shows we have more work to do.
- We will monitor and report use of our services to ensure fair and equal access in line with the census data and we will set targets where we identify gaps

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

Further information can be found [here](#).

5.4 Requests for Information and Data Protection

The Combined Authority is subject to the Freedom of Information Act 2000 and the Environmental Information Regulations 2004 and responds to statutory information requests in accordance with approved procedures.

Further information on the Combined Authority's Freedom of Information / Environmental Information Regulations & Transparency Policy can be found [here](#).

The Combined Authority is subject to the General Data Protection Regulation and Data Protection Act 2018 and must by law appoint a Data Protection Officer (the 'DPO'). The DPO¹⁰ assists the Combined Authority on the monitoring of compliance with the data protection legislation, advises on data protection obligations, provides advice regarding Data Protection Impact Assessments and is the contact point for data subjects and the supervisory authority.

The Combined Authority respects and are committed to compliance with the Data Protection legislation. The privacy notice can be found [here](#).

Requests made by data subjects under the General Data Protection Regulation and Data Protection Act 2018 will be dealt with in accordance with approved procedures.

The Combined Authority's Data Protection and Confidentiality Policy can be found [here](#).

5.5 Use of Resources and Accounts

The use of resources by the Combined Authority are subject to the usual local authority checks and balances, including the financial duties and rules which require councils to act prudently in spending. These are overseen by the Combined Authority's Section 73 Chief Finance Officer¹¹, its Director, Finance and Commercial Services. This post has statutory responsibility to administer the Combined Authority's financial affairs and is responsible for ensuring that funding is used legally and appropriately.

The Combined Authority has clear accounting processes in place to ensure that all funding sources are accounted for separately and that funds can only be used in accordance with formal approvals made under the Combined Authority decision-making arrangements.

The Combined Authority has a statutory duty to keep adequate accounting records and prepare a statement of accounts in respect of each financial year. This statement of accounts is published [here](#) usually in June in draft and in July as fully audited, although this may change in accordance with legislative requirements. The statement

¹⁰ The DPO sits within the Combined Authority's Legal and Governance Services team.

¹¹ Appointed under Section 73 of the Local Government Act 1985

will cover expenditure funded from the SIF and other funding sources, including those received from Government..

The Combined Authority publish a public notice each year, setting out a specific period during which any person may inspect and make copies of the Combined Authority's accounting records for the financial year.

During the same period, the external auditor must give a local government elector (someone registered to vote in the local elections) within West Yorkshire (or their representative) an opportunity to question the external auditor about the accounting records, and objections may be made to the external auditor about any relevant item.

5.6 Audit

The Combined Authority complies with statutory requirements relating to audit arrangements, principal elements of which are:

- Appointing an **audit committee**
- Inspection by **external auditors**
- Adopting **internal audit arrangements**

The Combined Authority's Governance and Audit Committee fulfils the requirement to appoint an **audit committee**. By law this must include at least one independent person. The membership now includes two independent persons and one of these has been appointed to chair the Committee in the current municipal year.

The terms of reference, membership, meeting dates, agenda items and minutes of the Committee can be found [here](#).

An annual independent audit is conducted by **externally appointed auditors** ensuring the Combined Authority operates a robust financial management and reporting framework

The Combined Authority's **internal audit** function carries out independent and objective appraisals of relevant systems and processes, including ensuring that effective procedures are in place to investigate promptly any alleged fraud or irregularity. The Combined Authority's internal auditors provide assurances to the Combined Authority through its Governance and Audit Committee, the Section 73 Chief Finance Officer.

The Combined Authority's financial regulations set out further detail in relation to the Combined Authority's audit arrangements (found [here](#)).

5.7 Scrutiny

To secure independent and external scrutiny of decisions, the Combined Authority's statutory Overview and Scrutiny Committees (Corporate, Economy and Transport/Infrastructure) review and scrutinise decision-making by the Combined Authority (including decisions taken by the Mayor).

No Member of the Combined Authority may be appointed to any Overview and Scrutiny Committee. The terms of reference, membership, meeting dates, agenda

items and minutes of the Committees can be found here [Corporate Scrutiny Committee](#), [Economy Scrutiny Committee](#), [Transport/Infrastructure Scrutiny Committee](#).

The Committees operate in accordance with Scrutiny Standing Orders, which can be found [here](#). These provide for the Committees to require any Member of the Combined Authority (including the Mayor, or a Chair of any Committee or Panel) to attend to answer questions or provide information.

The Combined Authority receives an annual report from the Committees at its annual meeting.

5.8 Scrutiny of investment decisions

The pre-decision scrutiny review process serves as an important function in parallel to the assurance process.

With the exception of any decision which the decision-maker has resolved is urgent, the Overview and Scrutiny Committee may “call in” decisions for further scrutiny, including investment decisions which are taken:

- By the Combined Authority, or
- By a Committee, or
- By an officer, where the decision is a key decision.

The Committee may direct that any such decision should not be implemented until the Committee has reviewed it and made recommendations to the decision-maker.

5.9 Code of Conduct

Statutory provisions require the Combined Authority to adopt a Members' Code of Conduct (the 'Code') which applies to Members of the Combined Authority, including the Mayor, and to voting Members of committees appointed by the Combined Authority. The Code sets out the conduct expected of Members, including procedures for declaring and registering:

- Acceptance or receipt of a gift or hospitality.
- Disclosable pecuniary interests, which are defined by the Code.

The Code is publicly available [here](#).

Failing to comply with requirements for registering and disclosing pecuniary interests may be a criminal offence.

Members' interests are publicly available on the Combined Authority website through each of the Committee home pages [here](#).

The Combined Authority has also approved arrangements under which allegations that the Code has been breached can be investigated and for making decisions on such allegations. These can be found [here](#).

5.10 Conflict of Interest

The Combined Authority have adopted a Conflicts of Interest Policy which provides an overview of how conflicts of interest are managed. Appended to the Policy is a Conflicts of Interest Protocol: loans or grants to businesses which sets out a process which the Combined Authority follow to demonstrate that applications from businesses for loans or grants are dealt with in an impartial, fair and transparent way [here](#).

Combined Authority officers must comply with the Combined Authority's Code of Conduct for Officers, which also reflects the Nolan Principles of public life and requires officers to register personal and prejudicial interests and failure to comply may lead to disciplinary action. Officers also need to comply with a Gifts and Hospitality policy.

5.11 Complaints Policy

The Combined Authority will consider any complaints received in accordance with its agreed complaints procedure, which can be found [here](#).

5.12 Whistleblowing Policy

The Combined Authority has adopted a whistleblowing policy, which can be found [here](#) to investigate and resolve any case where it is alleged by stakeholders, members of the public or internal whistle-blowers that the Combined Authority is acting in breach of the law, failing to adhere to the framework or failing to safeguard public funds.

5.13 Resources and Capabilities

The Combined Authority ensure that members and officers have the capacity and capability to deliver their respective roles. They support people to develop their expertise and update it to take account of developments.

The Combined Authority has the necessary staff resource with the necessary key functions to enable it to:

- Manage the process, including supporting business case development.
- Carry out programme and project appraisal.
- Co-ordinate and manage the decision process (e.g. time of meetings and associated paperwork).
- Oversee the delivery, monitoring and evaluation of schemes (e.g. benefits realisation management, financial and resource management, risk).

The Combined Authority draws on external expertise and technical support such as financial, economic, property, legal and evaluation advice, for example through consultancy frameworks or from partner organisations including Homes England, local authorities, Skills Funding Agency, and others

6 Local Engagement and Partnership Working

6.1 Local Engagement

Engagement with stakeholders and the wider public is regarded as a central part of the process to develop, monitor and implement strategies, funding programmes and all other aspects of the work of the Combined Authority.

To support this process, a set of consultation and engagement protocols have been developed and the Consultation and Engagement team work with colleagues to ensure these principles are applied in any consultation and engagement activities that are undertaken. As well as carrying out insightful and robust consultation and engagement activities, relevant legislation must be adhered to. Partners are encouraged to adhere to these protocols where possible.

Engagement with stakeholders and the wider public is as inclusive as possible, using the following principles:

- Stakeholders and members of the public are aware of the approach to consultation and activities.
- Stakeholders and members of the public are able to have their say on proposals when they are still at a formative stage.
- Consultation is open, transparent and accessible.
- The consultation process is well planned, managed and coordinated and achieves value for money.
- Consultation is effective, meaningful and of a consistently high quality.
- Consultation feedback is properly considered, and outcomes are reported in a timely way.

To support any face-to-face engagement, a digital engagement hub ([yourvoice](#)) has been developed that enables information to be shared and feedback sourced electronically in a more interactive way.

Stakeholders are engaged in all work that the Combined Authority undertakes. Regular updates are provided to existing panels and committees such as the District consultation sub committees.

As part of the LEP's work with business, a Business Communications Group (the 'BCG') has been established, made up of representatives from key business organisations in the City Region. This group reports to the LEP Board. The group plays an active role in supporting business growth in the region by helping to coordinate effective communications between the LEP and the business community. The group also acts as an advisory group to the LEP Board; consulting with their members on barriers to growth and ensuring businesses are at the heart of all activities.

The Chair of BCG is the identified LEP Board member to represent the SME business community.

A Partnership Strategy has been developed and engagement and communication with partners takes place through a range of channels, including social media, press releases, websites, events and e-newsletters. Social media has been used particularly effectively for informal engagement on policy, future strategy and project development.

New methods to engage with key stakeholders, businesses and the public are continually sought, and effectiveness and lessons learnt are monitored.

7 Assurance Around Programme and Project Delivery

Leeds City Region Assurance Process

7.1 Overview

This section sets out how the assurance process is used in the development and delivery of all project and programme investments. The assurance process will be applied to the assessment of schemes and programmes that flow through the Combined Authority, drawing on current national guidance (e.g. HM Treasury Green Book, DfT TAG and DLUHC Appraisal Guidance).

The assurance process (set out below) has three stages; Stage 1: Assessment and Sequencing, Stage 2: Scheme Development, Stage 3: Delivery and Evaluation. It provides a practical ‘step-by-step’ framework to aid the development of business cases, to ensure successful delivery and to enable monitoring and evaluation. The assurance process is transparent and proportionate and offers a structured process for appraising, developing, planning, delivering and evaluation that is in line with HM Treasury guidance to deliver best public value.

The assurance process is used by the following:

- **Scheme promoters:** it provides a pathway to allow promoters to develop proposals in a way that will ensure their schemes have a robust business case, show value for money and show that they address the Combined Authority’s investment priorities.
- **Decision-makers:** it is a framework to provide the information they need to take investment decisions and to prioritise between different proposals in a clear and transparent manner.
- **Partners and the wider public:** to give confidence that there is a clear and transparent framework to appraise and prioritise schemes and to take investment decisions.

Under each stage outlined there are a series of activities (7 in total) that need to be carried out in order to progress each scheme. Whilst there are seven possible activities, not all would apply to all schemes and the process and intensity of appraisal applied can be tailored for each scheme depending on its type, scale and complexity, with the appropriate activities applied (e.g., not all schemes will be required to complete an outline business case (Decision Point 3); they could proceed straight to full business case (FBC), (Decision Point 4).

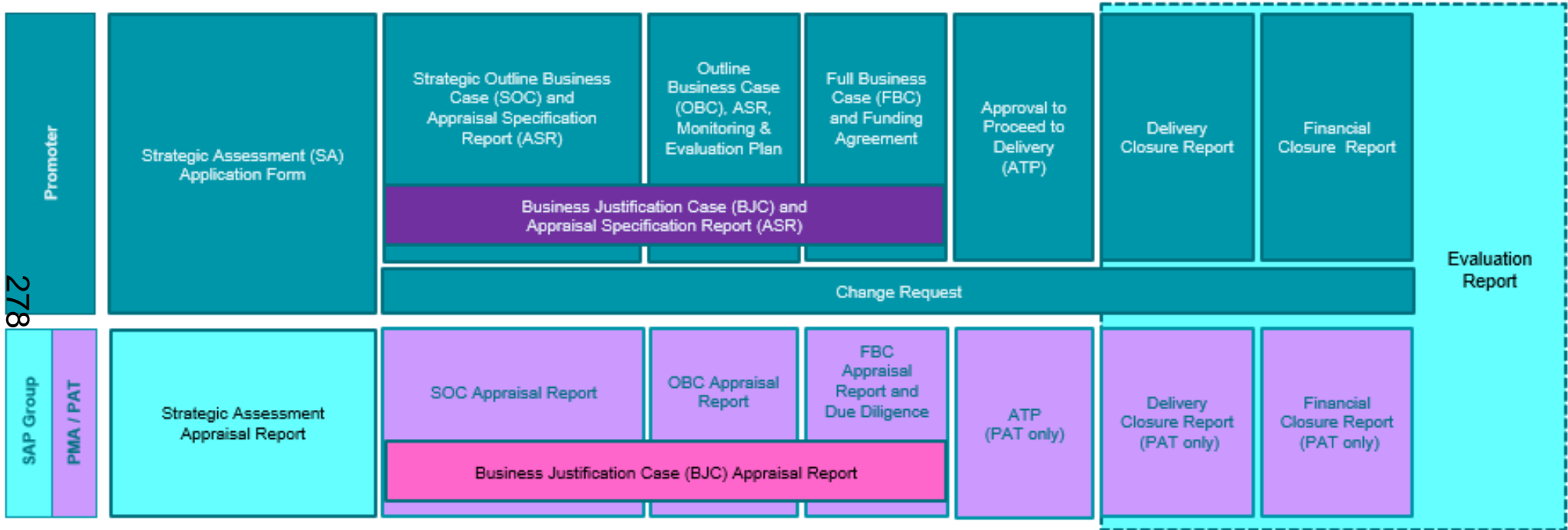
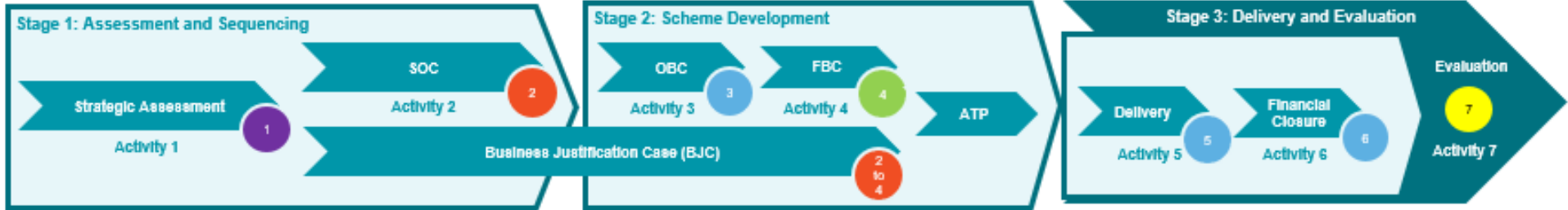
At the end of each activity, a scheme is required to go through a decision point (DP1 to DP6) or reporting point (DP7). It is here where a scheme is appraised using the HM Treasury ‘five cases model’¹². As such, scheme sponsors must demonstrate that a robust, accurate and compelling business case exists at each stage of the process

¹² The HM Treasury “five cases model” includes the Strategic, Commercial, Economic, Financial and Management cases.

(subject to the assurance pathway and approval route as recommended by the Combined Authority's Programme Appraisal Team (PAT)).

All programmes and schemes require **approval from the Combined Authority at least one in their lifetime**, which wherever possible is Decision Point 2 (Strategic Outline Case (SOC) or Business Justification Case (BJC)) but can also be a Decision Point 3 (Outline Business Case (OBC)) or Decision Point 4 (Final Business Case (FBC)). It is at this decision point where the Combined Authority approve the indicative funding, approval pathway and route and tolerance levels. There are exceptions to this such as for small grant programmes, for example business growth grants and loans, where alternative arrangements are in place.

Development funding for development of the next stage / activity can be approved at any decision point.



KEY:

- Red circle: Key Decision Point (CA Approval Required)
- Green circle: Key Decision Point (Thematic Committee/CA Approval may be required)
- Blue circle: Decision Point (Thematic Committee/CA Approval may be required)
- Purple circle: Decision Point
- Yellow circle: Reporting Point

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7.2 Stage 1: Assessment and Sequencing

Criteria for prioritisation

As set out in section 2 above, the aim of the Strategic Economic Framework (SEF) is to form the new overarching economic framework for the region, building on the successes of the Strategic Economic Plan (SEP). It sets out the vision for the region and our priorities for achieving this.

The West Yorkshire Investment Strategy (WYIS) provides a vehicle for translation of the Combined Authority's WY Plan missions, the Mayor's manifesto commitments and the West Yorkshire Combined Authority's devolution agreements in to funding and operating priorities that deliver the wider strategic aims of the Combined Authority, thus providing a sound basis for taking investment decisions.

The WYIS will be reviewed annually to take account of changing economic circumstances, updates to the WY Plan, what is working well and what is not, and new funding and investment opportunities which set out the focus for our investments as well as align with the Assurance Framework annual review.

Activity 1: Pipeline Identification and Gateway Assessment:

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 WYIS. Activity 1 will ensure stakeholders are informed about the availability of funding, the WYIS objectives, allow them to identify, develop and co-design programme / scheme opportunities from an early stage and apply for funding clearly aligned to our investment priorities. The LEP is expected to play an important role in identifying sector led opportunities.

Other avenues for potential schemes to access funding opportunities could be through either a commissioning process or through open calls with specified deadlines for submissions. Any commissioning or open calls will aim to address specific gaps to help the Combined Authority achieve its overall ambitions.

Programmes / schemes will be assessed on a case-by-case basis by the Strategic Assessment Prioritisation Group (SAP) to determine if they are eligible to proceed, through an early-stage gateway check and challenge review. The role of SAP is explained below in section 7. If programmes / schemes are eligible, they will be awarded 'approved development status' (Decision Point 1) and will then progress through the remainder of the assurance process. Programmes / schemes at Decision Point 1 will be provided with feedback from the SAP and can be rejected or deferred until further supporting information is provided. This is carried out by assessing strategic fit against the WYIS. The SAP Group will recommend a Strategic Assessment (SA) decision notification for approval by the Chief Executive (or by an officer under sub-delegated authority from the Chief Executive) (Decision Point 1).

The City Region's carbon emission reduction target was set in July 2019. This target commits the region to be net-zero carbon by 2038, with significant progress by 2030. Therefore, the vast majority of schemes funded by the Combined Authority will be expected to contribute to this commitment. The Combined Authority has developed an approach to carbon appraisal (Carbon Impact Assessment) which forms an integral part of the Assurance Framework and features in all stages of business case development from SA through to FBC.

Activity 2: Strategic Outline Business Case (SOC):

Eligible programmes / schemes will, once awarded approved development status at Decision Point 1, submit a SOC at the end of Activity 2, whereby a full appraisal will be undertaken. At SOC stage scheme promoters will be expected to set out their proposed approach to establishing value for money (VfM) at a programme / scheme level for review by the Combined Authority before commencing to the next stage of the assurance process. Promoters will be required to submit an Appraisal Specification Report (ASR) setting out the agreed approach to appraisal of the programme / scheme.

The SOC will be appraised by the Combined Authority's Portfolio Management and Appraisal Team and a recommendation presented to the Programme Appraisal Team (PAT) for progression of the scheme. The role of PAT is explained below in section 7.

The programme / scheme will then be presented for recommendation by the Programme Appraisal Team (PAT) for approval by the Combined Authority or delegated thematic committee / decision maker (Decision Point 2) as appropriate.

It is at the end of this stage where the Combined Authority usually approves the indicative funding, approval pathway and route and tolerance levels (Decision Point 2).

7.3 Stage 2: Scheme Development

Activity 3: Outline Business Case (OBC)

Once a programme / scheme has gained SOC approval at Decision Point 2 from the Combined Authority, the scheme will then be required to submit an Outline Business Case (OBC) at the end of Activity 3, 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, Carbon Impact Assessment and Equality Impact Assessment. 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 OBC will be appraised by the Combined Authority's Portfolio Management and Appraisal Team and a recommendation presented to the Programme Appraisal Team (PAT) for progression of the scheme. The programme / project will then be presented for recommendation by the Programme Appraisal Team (PAT) for approval by the decision-maker (Decision Point 3) as set out in the approved approval pathway and route.

Activity 4: Full Business Case (FBC)

The Full Business Case (FBC) confirms 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 are mandatory products at this stage. The FBC should also be prepared in accordance with the five-case model and any conditions set at SOC or /

and at OBC should be resolved within the FBC submission. If conditions have not been met, the scheme may be required to return to Activity 3 (OBC). The Economic Case must be developed in consistency with the agreed ASR.

The FBC will be appraised by the Combined Authority's Portfolio Management and Appraisal Team and a recommendation presented to the Programme Appraisal Team (PAT) for progression of the scheme. The programme / project will then be presented for recommendation by the Programme Appraisal Team (PAT) for approval by the decision-maker (Decision Point 4) as set out in the approved approval pathway and route.

The FBC approval will be granted with a condition that the scheme remains within set tolerances. If tolerances are breached, then further approval will be required.

If the FBC submission has all the information required for full approval it will be able to proceed into Delivery (Activity 5). If conditions are set at FBC stage, to be discharged before the scheme proceeds into Delivery (Activity 5), then an Approval to Proceed (ATP) submission will be required. Where conditions have been considered to have been discharged, Approval to Proceed into Delivery (Activity 5) will be granted by the Chief Executive (or by an officer under sub-delegated authority from the Chief Executive) following a recommendation from the Programme Appraisal Team (PAT). If the conditions have not been discharged, the project may be required to re-submit the FBC or to return with an ATP submission at a time when all conditions have been met.

7.4 Stage 3: Delivery and Evaluation

Once a programme / scheme gains FBC approval and if relevant, any conditions have been discharged via an Approval to Proceed submission, the scheme can progress into Delivery (Activity 5).

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 appraised by the Programme Appraisal Team (PAT) for progression of the scheme. The programme / project will then be presented for recommendation by the Programme Appraisal Team (PAT) for approval by the decision-maker (Decision Point 5) as set out in the approved approval pathway and route.

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 appraised by the Programme Appraisal Team (PAT) for closure of the scheme. The programme / project will then be presented for recommendation by the Programme Appraisal Team (PAT) for approval by the decision-maker (Decision Point 6) as set out in the approved approval pathway and route.

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.

Activity 7 (Evaluation) will be managed by the Combined Authority's Evaluation team. This is a reporting point as opposed to the previous decision points in the process and will be undertaken when the Programme (or project in some circumstances), is completed for an evaluation of the benefits, outcomes and economic impact compared to the overall programme 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 programmes and schemes. Interim evaluations may also be undertaken as required as set out in the Monitoring and Evaluation Plan.

7.5 Change Requests

During any Stage / Activity, if a scheme requires additional funding, an increase in timescale or changes in scope or benefits, a change request is required to be submitted for the scheme to be re-appraised to ensure value for money is still being achieved.

Change requests will be appraised by the Combined Authority's Portfolio Management and Appraisal Team and a recommendation presented to the Programme Appraisal Team (PAT) for progression of the scheme. The change request will then be presented for recommendation by the Programme Appraisal Team (PAT) for approval by the decision-maker, dependent upon the tolerances set.

Appraisal

7.6 Who will undertake the appraisal of schemes?

The Combined Authority appraisal function

Each programme / scheme will be assigned a lead appraiser, who will be responsible for carrying out the objective appraisal of the business case. This may be done using expertise from the Combined Authority's Portfolio Management and Appraisal Team and / or Research & Intelligence Team, or where necessary bringing together expertise from within the Combined Authority or from external advisors and partners. This may cover financial, transport, economic, property, legal matters, and experience of the relevant priority areas of the SEP.

After the lead appraiser's appraisal, Business Cases and Change Requests will be further appraised by the Programme Appraisal Team (PAT) or the Strategic Assessment Prioritisation Group (SAP). The programme / scheme will then be presented to the decision-maker as set out in the approved approval pathway and route.

There will be a clear separation between the appraisal function and the project sponsor / promoter. This means that staff carrying out appraisal will not be involved in advising on project and business case development activity. As part of the appraisal process, scheme promoters will be engaged to review any key issues arising from the ongoing appraisal as appropriate.

The Combined Authority appraisal function, the SAP group and Programme Appraisal Team (PAT) scrutinise and quality assure the process to ensure that the work undertaken is independent of the authority promoting the scheme.

Strategic Assessment Prioritisation Group (SAP)

The SAP is responsible for undertaking the assessment of potential schemes, for alignment and contribution to the policies and strategies of the Combined Authority, through the Strategic Assessment form that is submitted to the Combined Authority, at Activity 1. The assessment will focus on how;

- A project / programme will address the key problem which a project / programme is seeking to address (and hence the reasons why the public sector should intervene and fund).
- Clarity and robustness of a schemes design - through a clearly designed logic chain – where the relationship between need and problem is clearly linked to outputs, impacts and outcomes much earlier in the design process.
- Establish and share potential innovation / collaboration opportunities with respective applicants. Any local best practice and knowledge sharing that can be used to enhance the proposal.

The SAP provide evidence and recommendations to the Combined Authority's Chief Executive (or by an officer under sub-delegated authority from the Chief Executive) on a decision for every Strategic Assessment submitted, for approval. The SAP agree any conditions that are required as part of a project / programme progressing through Activity 1, and which, subject to approval, will form part of the Strategic Assessment certificate.

The SAP consists of a core membership representing Combined Authority policy, strategy and communications, finance, delivery and PMA functions. Attendance at SAP meetings is supplemented by appraisers, independent technical advisers, promoters and their advisors, and other attendees as required to supplement the decision-making process. Other officers may be invited onto the group, including relevant Policy Managers, depending upon the Strategic Assessment that is due to be submitted.

The SAP is an internal assurance group and has no formal approval making powers. The SAP make recommendations, which are then reported through the Combined Authority's governance arrangements for a formal decision.

Programme Appraisal Team (PAT)

The Programme Appraisal Team (PAT) is comprised of West Yorkshire Combined Authority officers who oversee the assurance process as schemes / programmes progress through it.

The PAT consists of a core membership representing Combined Authority programme delivery, PMA, policy, economic, legal, and financial functions. Attendance at PAT meetings is supplemented by case officers, independent technical advisers, promoters

and their advisors, and other attendees as required to supplement the decision-making process.

The PAT is an internal officer assurance group and has no formal approval making powers. The PAT make recommendations, which are then reported through the current Combined Authority governance arrangements for a formal decision.

7.7 Who will approve schemes?

At Decision Point 1 the Combined Authority's Chief Executive (or by an officer under sub-delegated authority from the Chief Executive) approves 'approved development status' and where required can approve development funding for the next activity.

All programmes and schemes require **approval from the Combined Authority at least one in their lifetime**, which wherever possible is Decision Point 2 (Strategic Outline Case (SOC) or Business Justification Case (BJC)) but can also be a Decision Point 3 (Outline Business Case (OBC)) or Decision Point 4 (Final Business Case (FBC)). It is at this decision point where the Combined Authority approve the indicative funding, approval pathway and route and tolerance levels. There are exceptions to this such as for small grant programmes, for example business growth grants and loans, where alternative arrangements are in place.

At Decision Point 3 and 4 the decision-maker (as set out in the approved approval pathway and route) approves indicative funding, approval pathway and route, tolerance levels and development funding for future stages.

If at Decision Point 4 the FBC has all the information required for full approval it will be able to proceed into Delivery (Activity 5). If conditions are set at FBC stage, to be discharged before the scheme proceeds into Delivery (Activity 5), then an Approval to Proceed (ATP) submission will be required. Where conditions have been considered to have been discharged, Approval to Proceed into Delivery (Activity 5) will be granted by the Chief Executive (or by an officer under sub-delegated authority from the Chief Executive) following a recommendation from the Programme Appraisal Team (PAT). If the conditions have not been discharged, the project may be required to re-submit the FBC or to return with an ATP submission at a time when all conditions have been met.

At Decision Point 5 and 6 the decision-maker (as set out in the approval pathway and route approved at Decision Point 2) approves the Delivery Closure (DP5) and Financial Closure (DP6). The decision-maker for Change requests is dependent upon the tolerances set out at Decision Point 2.

7.8 Appraisal proportionality

The Combined Authority will use national guidance for scheme appraisal; HM Treasury's Green Book, including supplementary and departmental guidance, such as the Department for Transport's (DfT) TAG and DLUHC's Appraisal Guidance where appropriate.

The Combined Authority may also use local methodologies for this purpose with decision-makers determining the most appropriate for each scheme appraisal.

The Combined Authority's approach for Value for Money Assessment is dynamic; as advances in techniques becomes clear this will be incorporated in its methodology and provided as supplementary guidance for promoters to that of the HM Treasury Green Book.

It is important to note the Combined Authority's climate change aspirations. As of 2021 the Authority's methodology for carbon assessment forms part of the appraisal process, a proportionate approach will be utilised, and guidance will be given on a scheme by scheme basis on the level of requirement. The Carbon Assessment Guidance can be found [here](#).

The assurance process adopts a proportionate approach based on an assessment of risk, cost, novelty and deliverability. For example, a low cost, low risk scheme may proceed from Activity 2 to Activity 4 with a simplified business case template requirement for evidencing value for money.

The Authority uses a variety of templates with 'How to Guidance' provided to the promoter in order for the authority to gather the evidence required to assure value for money and realistic business case proposals. Officers will work with promoters to give additional guidance in order for a proportionate approach to be achieved.

7.9 Methodology to assess Value for Money (VfM)

The range of toolkits (HMT Green Book, DfT TAG, DLUHC, Appraisal Guidance etc) are used to demonstrate the economic, social and environmental benefits and cost over an appropriate appraisal period in order to assess the VFM of a scheme. In line with recognised VfM guidance, the assessment will consider:

- **Economy:** Minimising the cost of resources used.
- **Efficiency:** The relationship between the output from goods or services and the resources to produce them.
- **Effectiveness:** The relationship between the intended and actual results of public spending (outcomes and meeting objectives).
- As set out in the National Local Growth Assurance Framework guidance, the methodology used to assess VfM will be in line with the established guidance prescribed by the relevant Government department:

Compliance with Department for Transport's TAG guidance

All transport schemes will be subjected to the minimum requirements on modelling and appraisal in developing a Value for Money (VfM) statement, as set out in the National Assurance Framework Guidance. This includes using the definitive version of the National Trip End Model (NTEM) (DfT's planning dataset) in forecasting the Central Case scenario. This essentially means that although the local development dataset, as supplied by the local planning authorities, will be used the total future demand will be constrained to NTEM at a suitable geographic level. However, the Combined Authority will also advise promoters to develop a range of sensitivity

scenarios based on alternative planning assumptions to present to decision-makers on how the scheme's VfM performs under different future conditions.

The modelling and appraisal work will be independently scrutinised to ensure it has been developed in accordance with TAG, is robust, and is fit for purpose. A review panel made up of the senior officers of the Combined Authority, referred to as the Programme Appraisal Team (PAT), will be used, so that appropriate and independent recommendations can be provided to decision-makers. Responsibility for quality assurance of the assessment and scrutiny will rest with the Combined Authority's Head of Portfolio Management and Appraisal (PMA).

In-line with TAG, the promoter will not carry out any modelling and appraisal work for any activity in Stage 2 prior to Appraisal Specification Report agreement with the Combined Authority's assigned officer. All evidence supplied as part of economic case in all activities in Stage 2 will be appraised against the methodology set out in the agreed ASR. An Appraisal Summary Table (AST) and VfM Statement will be produced by following TAG and DfT's VfM guidance.

The Economic Appraiser will provide an assessment on the VfM Statement for decision-makers, summarising as part of the appraisal. The conclusions from VfM assessment will take into consideration whether benefits outweigh the costs whilst identifying key risks and sensitivities that may affect the VfM conclusion. The experts will also set out what level of Analytical Assurance PAT and decision makers may attach to the VfM position based on quality of work, uncertainty in appraisal and risks.

Preference will be given to schemes which offers at least 'High Value for Money', accounting for significant non-monetised impacts and key uncertainties. The justification for a recommendation for a project to proceed with a Value for Money less than 'High' will be set out in the reports seeking approval from the relevant decision-makers.

In line with the recently revised Green Book, in assessing value for money, a stronger emphasis may 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.

To establish Value for Money the Combined Authority follows the new Green Book advice and reviews the following:

- Objectives: A number of SMART objectives and Critical Success Factors are used at Strategic Outline Case stage to ensure the short-list options, that will be assessed in fuller detail at Outline Business Case (OBC) stage, are aligned with strategic objectives of the organisation and as a result is likely offer VfM to the society.

- **Benefits:** Net present value to society of all social, economic and environmental benefits. The benefits may be monetised, quantitatively or qualitatively. This is carried out in greater detail at OBC stage.
- **Costs:** Net present public resource costs following whole life costing method. This includes capital costs, operating and maintenance costs and as well as opportunity costs (if appropriate). This is carried out in greater detail at OBC stage.
- **Risk:** Risk costs associated with managing and mitigating identifiable and significant risks. This is carried out in all stages with increasingly detailed analysis as the scheme progresses through different business case stages. Residual 'hard to quantify' risk and uncertainty, where it is likely to be significant, are also considered as part of the value for money judgment. For example the impact of public transport fare revenue due to increased practise of work from home and online shopping.
- **Wider Impacts:** Additional wider impacts which are not readily or credibly quantifiable or monetisable, but which are considered decisively important enough to be taken into account are considered. The Combined Authority requires an economic narrative or other ways of justification for such impacts. This is carried out in greater detail at OBC stage.
- **Equality and Diversity:** The distribution of the likely impact in different parts of the society and across protected characteristics are considered in the VfM judgement.

Estimating economic and wider benefits

All programmes and schemes will be expected to have a positive (direct or indirect) impact on growth through job creation, skills improvement, increased productivity, and improved connectivity, to ensure that the good growth aspirations articulated in the WY Plan are realised. This also includes inclusive growth and clean growth aspirations.

A range of tools and models will be used to help estimate the direct, indirect and wider economic impact of scheme proposals in order to facilitate the prioritisation and decision-making process. It would be expected that the promoter engages with the Combined Authority on the approach and the preferred model(s) to be used to appraise the economic benefits, reflecting the scheme context and scope. For transport schemes this should be set out in the ASR.

The Combined Authority have developed a robust methodology (quantitative and qualitative) for assessing all new scheme's predicted carbon emissions / wider clean growth impacts, to strengthen how clean growth and climate change impacts are considered as part of all new schemes that come through the Combined Authority's Assurance Framework. The Carbon Assessment Guidance can be found [here](#).

7.10 Due diligence

Due diligence refers to the process of undertaking independent verification of key information provided by scheme promoters in support of funding proposals. It is intended to supplement the appraisal process and support the effective management of risk. It will be undertaken by the Combined Authority's Programme Manager and may take place at any stage in the assurance process prior to entering into a grant funding agreement (GFA).

The scope of due diligence will depend on the nature of the funding proposition and the promoter. Where the promoter is a private sector body it is likely to take the form of an independent assessment of ownership structure and financial standing and any other appropriate risk considerations determined at that time.

7.11 Risk Management

Risk is managed in line with HM Treasury 'Orange Book' Guidance on the Principles and Concepts of Risk. The Combined Authority recognises that effective risk management is an integral part of good corporate governance and as such should be a part of everyday management processes. The Combined Authority is committed to ensuring the robust management of risk, and as such a corporate risk management strategy is in place to set out a consistent approach to all risk management activities undertaken throughout the Organisation. This includes the Combined Authority's risk appetite statement, which is based on risk category. The Risk Management Strategy can be found [here](#).

Full scheme-level risk analysis and mitigation plans are required for each programme and scheme when developing their business case. These are required to comply with the Combined Authority Risk Management Strategy and are assessed as part of the appraisal process set out in this Assurance Framework.

Robust processes for the identification, analysis and management of risks is contained within the Combined Authority's Risk Management Strategy and supporting documents. These provide details on the regularity with which to review risks and guidance for effective risk identification, assessment and escalation.

7.12 Funding Agreements

At the point where funding is released, the Combined Authority will enter into a funding agreement with the promoter. Any funding conditions will be specified in the funding agreement and can include but not limited to:

- A funding cap.
- The promoter's Chief Internal Auditor to provide assurance and to certify all expenditure on an annual basis.
- Claw-back provision in place to ensure funding is only to be spent on the specified scheme and that any cost savings achieved on the completed scheme are returned.
- Where projects could trigger a return on investment, they may be subject to overage. A consistent overage mechanism will be applicable where projects receive support through either grant or loan support or on disposal of property or assets.

- The Combined Authority will determine when to release funding.
- The Combined Authority may arrange for local audit of schemes to detect any misuse of funds.
- All organisations that receive funding through the Combined Authority are contractually required to acknowledge this, and that of Government in all communications and marketing activity. This includes use of logos on relevant communications materials, inclusion of specified wording in press releases and development of stories and case studies that showcase the impact of schemes.

The Combined Authority will look to recover funding where there has been non-compliance, misrepresentation or under-performance. The Accountable Body arrangements in Appendix 2 set out how concerns are escalated, including taking a legal opinion on the likelihood of recovery.

7.13 Management of contracts

The Combined Authority has implemented a performance management process which is aimed at ensuring contract performance is achieved and that all contract deliverables and obligations are met. The process will ensure that the following key contract management elements are implemented:

- Contract managers who understand all contract requirements, deliverables and provider obligations.
- Contract managers have a detailed understanding of the Combined Authority's responsibilities within external funding agreements linked to supplier agreements.
- Regular contract performance meetings are held with providers to review contract delivery in order to maintain ongoing quality and performance of the contract.
- Performance reporting updates are submitted on a regular basis by providers, highlighting performance against key performance indicators and service levels (as appropriate).
- Ongoing contract management to include programme risk and issues management.
- Ensure ongoing delivery of value money through effective change management control in accordance with the contract terms and conditions.
- Problem resolution and implementation of improvement plans where necessary to support increased performance.

The Finance, Resources and Corporate Committee receive regular high-level reports on the progress of funded programmes and schemes together with any significant risks, issues and opportunities. More detailed reporting including specific supplier performance against these programmes and schemes are reported to the relevant panel / committee / project board and also to the Combined Authority's Internal Leadership Board.

Any contract negotiations that result in material changes will be assessed and dealt with through the standard variation process as determined within the Combined Authority Contract Standing Orders.

8 Monitoring and Evaluation

8.1 Monitoring

All schemes are monitored throughout their progression through the assurance process. The Combined Authority use a web-based Portfolio Information Management System ('PIMS'), to ensure a consistent approach to monitoring and management of all schemes. A key benefit of PIMS is that information is available to view by all parties to the project. This helps to ensure the accuracy of the data held.

The system provides the following benefits:

- **Transparency**
 - Allows informed and improved decision making.
 - Provides visibility of scheme progress.
 - Provides a full audit trail of scheme data.
 - Linkages and dependencies between various schemes in the portfolio can be viewed and managed more easily.
- **Consistency**
 - Provides a robust and automated method of scheme assurance.
 - Standardised templates and reports offer robust scheme controls.
 - Centralised repository for cost and risk management activities will provide a uniform approach.
- **Efficiency**
 - Manual data input and manipulation is retained by the Portfolio Management and Appraisal team (PMA) and verified by project sponsors.
 - Standardised reports, documents and dashboards enable project teams and stakeholders to concentrate on delivery.
 - Resource management allows for resource planning ahead of demand.
 - The organisation's ability to plan using future scheme deliverables is increased.
 - Lessons learned can be more easily understood and shared between stakeholders.
- **Focus on delivery**
 - Aggregation of scheme data can identify trends in advance.
 - Facilitates alignment of schemes to corporate strategy.
 - Recommendations and actions to be carried out in a more structured and timely way.

Programmes and schemes funded by the Combined Authority are required to have a Monitoring Plan (formerly Benefits Realisation Plan) as part of business case

development. These should be drafted as part of Activity 2 (SOC or BJC) and refined as required through Activity 3 (OBC) and finalised at the end of Activity 4 (FBC). These should be linked to Evaluation Plan to ensure a joined-up approach to appraisal, monitoring, and evaluation.

Key metrics of information on performance are reported at regular intervals. The Monitoring Plan template is intended to capture Outputs, Outcomes, and Impacts—information needed for funders’ monitoring returns and effective evaluation. However, schemes are also required to monitor expenditure, progress, risks and issues, as well as match funding, and this should be recorded separately.

8.2 Evaluation

Programmes and schemes funded by the Combined Authority are required to have monitoring and evaluation plans as part of business case development. The aim is to embed evaluation at scheme design stage in order to ensure clarity from the outset about how we expect interventions to work to achieve their objectives, and how we intended to measure outcomes and impacts that stem from delivered schemes.

To this end, a draft Logic Model is required at Activity 1 (SA). These should be refined as the Evaluation Plan (Part 1 – Approach), and the Monitoring Plan are developed at Activity 2 (SOC / BJC)). At the end of Activity 4 (FBC), the Evaluation plan should be further refined (including Part 2), and the Monitoring Plan finalised and in place (this should be submitted alongside the Evaluation Plan as an appendix).

The Outputs, Outcomes and Impacts from the Monitoring and Evaluation plans, will be used to assess the effectiveness of the public investment, and the extent to which schemes are contributing to the overall objectives of the Combined Authority.

An Evaluation Strategy has been adopted by the Combined Authority and can be accessed through [this link](#).

The introduction of the Evaluation Strategy shapes the design and development of project level evaluation activity through its focus on Logic Models as the basis of “Activity 7” of the Assurance Framework reporting. Logic models set out the relations between what we deliver and the outcomes and impacts we hope to achieve. The aim is to ensure clarity on how we expect interventions to work and that we are collecting the right data to measure this effectively. The Evaluation Strategy sets out how logic models should be developed.

Our approach to the development of the Evaluation Strategy recognises that it is locally owned, managed and draws on local systems; it will be proportionate and selective . In section 1.3 – Designing Effective Evaluation, the Evaluation Strategy provides guidance on planning effective evaluation. Introducing these changes to our approach to monitoring and evaluation and focusing the evaluation around WYIS success measures will align the LCR Assurance Framework with the “National Local Growth Assurance Framework” (MHCLG, September 2021).

These key themes focus on:

- **Strengthening understanding of the expected impacts, outcomes and additionality of all forms of schemes at an early stage in their**

design to improve the ex-post evaluation of interventions. All project sponsors will be required to adopt a consistent approach to the use of “Logic Models”. Logic models represent an essential element of project and programme development and whilst the requirements for the use of logic models will be proportionate to the scale of the intervention, it is viewed that all schemes will benefit from this approach as through review their will be learning through delivery of what the project did relative what it was designed to achieve.

- **Communicating and synthesising the learning from project evaluation** – the strategy places a greater focus on synthesising consistent messages from project learning across all project types – with these insights flowing directly from the relationships set out in the project logic model. Greater emphasis is placed on the structured communication of the outputs from project closure reports through learning and dissemination events and the project closure reports will be designed to shape this messaging.
- **Understanding the wider benefits flowing from our funding programmes** – the strategy more clearly defines the relationship between project monitoring, benefits realisation and the net additionality achieved across the wider City Region geography. The updated strategy in this theme consolidates and aligns with the ‘Independent Evaluation of Local Growth Interventions’ currently being conducted by DLUHC.

Stage 3: Delivery and Evaluation

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 Programme (or project in some circumstances), is completed. The aim is to evaluate outcomes and impacts compared to the overall programme 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 programmes and schemes. Interim evaluations may also be undertaken as required in line with the Monitoring and Evaluation Plan.

8.3 Five Year gateway reviews

As part of the Leeds City Region Growth Deal agreement, the West Yorkshire plus Transport Fund is subject to five-yearly gateway reviews to assess impact. The first review in 2019 has been passed successfully and funding confirmed until 2024/25. The next review will be undertaken in 2024.

The devolution deal and the Single Investment Fund (SIF) also requires an independent panel to assess investments’ impact on economic growth at five-yearly Gateway Reviews. This additional evaluation provides a further incentive to encourage appropriate project appraisal, assurance, and value for money processes.

9 Appendices

Appendix 1 – Mayoral Functions

The following functions are the responsibility of the Mayor:

- a) Transport
 - (i) Power to draw up a local transport plan and strategies (although the Combined Authority may amend these).
 - (ii) Power to request local regulations requiring large fuel retailers to provide Electric Vehicle charging points.
 - (iii) Bus franchising powers.
 - (iv) Ability to pay grants to operators.
- b) Housing and regeneration
 - (v) Land acquisition powers to support housing, regeneration infrastructure and community development and wellbeing subject to consent from specified Combined Authority Members.
 - (vi) Power to designate a Mayoral Development Area and then set up a Mayoral Development Corporation subject to consent from specified Combined Authority Members.
- c) Finance
 - (vii) Setting a precept on council tax to fund Mayoral Functions.
 - (viii) Power to charge business rate supplement (subject to ballot).

Appendix 2 – Governance arrangements

Membership

The Combined Authority as a Mayoral Combined Authority comprises the following members:

- The Mayor,
- 5 elected members from each council in West Yorkshire (one appointed by each council),
- 3 additional elected members for political balance jointly appointed by the West Yorkshire councils,
- 1 elected member appointed by the City of York Council, and,
- 1 person nominated by the LEP (the ‘LEP Member’).

Of these, the elected member appointed by the City of York Council and the LEP Member are required by statute to be non-voting, except in so far as the Combined Authority gives them voting rights.

The Combined Authority’s website [here](#) provide details of all current members of the Combined Authority.

Voting members on committees and panels include members from the private sector representatives and local authorities.

The Mayor appoints one of the members of the Combined Authority as a Deputy Mayor, who will act in place of the Mayor if for any reason the Mayor is unable to act or the office of Mayor is vacant.

Strategies

The Mayor is responsible for approving the local transport plan (subject to the Combined Authority’s power to make amendments – see below) and may make other strategies in relation to the exercise of any Mayoral Function, in consultation with the Combined Authority.

The Combined Authority will approve any strategy in relation to Non-Mayoral Functions. Where a Non-Mayoral Function has been conferred on the Combined Authority further to the devolution deal, the approval of that strategy requires the support of the Mayor. The Combined Authority may also amend the Mayor’s local transport plan if a majority of the members agree to do so.

The West Yorkshire Investment Strategy (WYIS) is approved by the Combined Authority and is subject to confirmation by the Mayor when in office.

Budgets

There are separate budgets for Mayoral Functions (the Mayor's budget) and Non-Mayoral Functions (the Combined Authority's budget).

The Mayor may raise money by precept and has the power, with the agreement of the Combined Authority and in consultation with the business community, to raise a Business Rate Supplement to fund infrastructure investment.

The Mayor's budget is subject to approval by the Combined Authority in accordance with statutory processes. These provide that the Combined Authority may:

- Approve the Mayor's draft budget, (default simple majority voting arrangement applies) or
- Veto the draft budget and approve a budget incorporating the Combined Authority's recommendations by 5 / 8 majority of the members of the Combined Authority excluding the Mayor.

Investment decisions

Decisions relating to progressing a scheme under the assurance process fall to the Combined Authority, (or a decision-making committee of the Combined Authority or officer as set out in the assurance pathway and approval route for the scheme). Any such decision by the Combined Authority which relates to exercising any Non-Mayoral Function which was conferred further to the devolution deal requires the support of the Mayor.

The Mayor also makes any decisions which relate to Mayoral Functions (or may delegate any such decisions as set out in this Assurance Framework).

Officers

Combined Authority officers are appointed on merit in accordance with open recruitment arrangements and new officers undergo a structured induction process.

The Combined Authority complies with statutory requirements in relation to publishing officer salaries on the website [here](#).

The authority of officers to act on behalf of the Combined Authority is set out in the officer delegation scheme [here](#).

Appendix 3 – Economic Services: approval arrangements

The Chief Executive has delegated authority to award an Economic Services grant to a company or other legal entity¹³ (“Business”) under any programme or scheme approved under the Assurance Framework.

In accordance with the Conflicts of Interest Protocol, where any potential conflict arises from the involvement with a Business of any relevant Committee, an application must be determined by the Chief Executive, the Combined Authority or relevant Committee.

A grant may only be awarded

- Where the application meets the eligibility and / or assessment criteria for the programme or scheme.

The **Advisory Groups** are set out in Table 2 below.

Table 2

Programme	Advisory Group	Membership	Thresholds
Business Growth Programme	Appraisal Advisory Group	Officers from the Combined Authority; officers from partner councils; Business Enterprise Fund	Considers any application for a grant over £50k and not exceeding £100k
Digital Investment Funds	Digital Investment Fund Appraisal Group	Officers from the Combined Authority	Considers any application for #Welcome and #Grow for a grant over £25k and not exceeding £50k

¹³ Including a social enterprise, trust, partnership or sole trader.

Appendix 4 – Adult Education Budget and Multiply Local Investment Plan

Devolution of the Adult Education Budget (the ‘AEB’) is a shift from previous centrally coordinated arrangements and will allow for local decisions to be taken to deliver learning opportunities aligned with the needs of individuals and employers across West Yorkshire.

Taking on these devolved powers is clearly a significant opportunity for the region. Previously around 90% of the funding was delivered without Local Authorities and the Combined Authority having a formal influence over AEB planning, and with no consequence to funding allocations if delivery did not meet local needs or align to our collective strategies.

Our devolved AEB Strategy proposes close working between Local Authorities and the Combined Authority to oversee provider delivery plans and performance, increasing the scrutiny on delivery and focussing on impact for our communities.

The Combined Authority is the accountable body in terms of assurance for AEB funding.

Since the AEB was devolved to the Combined Authority, the Government launched the Multiply adult numeracy programme in Spring 2023. This is part of the UK Shared Prosperity Fund and funding is devolved to the Combined Authority as the Lead Authority designated by Government. The Multiply target group and delivery activity aligns to the Adult Education Budget. To avoid duplication and ensure the programme enhances AEB delivery, Multiply will align to the AEB Table of delegations for the programme duration.

The table below sets out the decision-making in relation to policy, funding and contract allocation for AEB functions and for Multiply.

Decision-making: Policy, funding, and contract allocations

	Decision	Decision-maker	Rationale
1	<p>To approve or vary the AEB Strategy as required, including:</p> <ul style="list-style-type: none"> • Interim review 2021 (aligning to Mayoral priorities) • Refresh 2024 <p>To approve or vary the Multiply strategy (via Local Investment Plan)</p>	Combined Authority	<p>The West Yorkshire AEB Strategy and Multiply Local Investment Plan govern funding principles and will be revised in line with governance and assurance processes.</p> <p>Conflicts of interest are managed under the Members’ Conflicts of Interest policy.</p>

2	To agree the governance arrangements for AEB or Multiply functions	Combined Authority	The Combined Authority is responsible for agreeing how its functions, including AEB functions, are discharged.
3	<p>To approve the Funding Rules and Performance Management Framework</p> <p>For Multiply, to approve funding agreements and performance parameters for each workstream approved in the Local Investment Plan (Funding rules for Multiply/UKSPF as defined by DfE and Investment Plan)</p>	Chief Executive	<p>The Rules and Framework are part of the suite of contractual documents and are therefore operational in function.</p> <p>The documents set out clear parameters for contractual decisions, which can appropriately and effectively be carried out by officers in line with the strategic direction from the Combined Authority.</p> <p>The Chief Executive may refer this approval to the Employment and Skills Committee for recommendations, where wider sector expertise and consultation is desired.</p> <p>Members will need to ensure that conflicts of interest are declared, however a dispensation may be granted to allow a balanced and informed discussion</p> <p>For Multiply: the Chief Executive will receive advice and recommendation from the UKSPF Local Partnership Group on workstream details.</p>
4	<p>To reallocate budget in response to underperformance / over performance outside performance management framework.</p> <p>For Multiply, to reallocate budget inside parameters set within the Local Investment Plan</p>	Chief Executive	<p>Decision on funding usage, in line with strategic direction.</p> <p>The Chief Executive may refer this approval to the Employment and Skills Committee (for Multiply, the UKSPF Local Partnership Group) for recommendations, where wider sector expertise and consultation is desired.</p>

			Members will need to ensure that conflicts of interest are declared, however a dispensation may be granted to allow a balanced and informed discussion.
5	To make interim changes to the policy and / or AEB Strategy in response to emerging economic needs, crisis responsiveness or similar.	Employment and Skills Committee	<p>Decision on interim measures that affect operation, responding to economic needs in line with sector intelligence.</p> <p>Members will need to ensure that conflicts of interest are declared, however a dispensation may be granted to allow a balanced and informed discussion.</p> <p>The Employment and Skills Committee may refer this approval to the Combined Authority with a recommendation, if there is a significant deviation from the WY AEB Strategy.</p>
6	To determine Grant Agreement Allocations & Procurement values – annually agreed in March for AEB (once West Yorkshire allocation confirmed)	Chief Executive	<p>Grant allocation amounts will be determined in accordance the methodology outlined in the AEB Strategy and Multiply Investment Plan as approved by the Combined Authority.</p> <p>Approval of top line procurement values by the Chief Executive while ensuring clear methodology has been followed which aligns to the Strategy.</p> <p>For Multiply, the Chief Executive may refer to LPG for recommendations and scrutiny, where wider sector expertise and consultation is desired.</p>
7	To agree contracts for Services awarded through procurement and for AEB in March annually based on	<p>> £1m – Chief Executive</p> <p>< £1m –</p>	In accordance with the AEB Strategy, Combined Authority Procurement Strategy, Funding Rules, Performance

	performance management framework.		Management Framework, and Contracts Standing Orders
8	<p>New procurement rounds:</p> <ul style="list-style-type: none"> Planned responsiveness pot Refresh after 4 years <p>Bringing on new providers in light of provider base failure</p>	<p>> £1m – Chief Executive</p> <p>< £1m – Director of Inclusive Economy, Skills & Culture</p> <p>Advised by AEB Performance Group, UKSPF LPG (Multiply) and ES&C</p>	<p>In accordance with the AEB Strategy, as approved by the Combined Authority.</p> <p>E&SC or the UKSPF Local Partnership Group may make recommendations to the Combined Authority on any such decision.</p> <p>Conflicts of interest are managed under the Members' Conflicts of Interest policy.</p>
9	To approve or vary the AEB Procurement Strategy	Sub delegated from the Chief Executive to the Director of Inclusive Economy, Skills & Culture / Head of Employment and Skills	In accordance with the AEB Strategy and with the Combined Authority's Procurement Strategy
10	To approve overperformance and contract Growth requests	Sub delegated from the Chief Executive to the Director of Inclusive Economy, Skills & Culture / Head of Employment and Skills	<p>In accordance with the mechanism set out in Contracts, Funding Agreements, and/or Performance Management Framework.</p> <p>Technical expertise and performance data available at AEB Performance Group level.</p> <p>For Multiply, officers may refer to LPG for recommendations, where wider sector expertise and consultation is desired.</p>
11	Underperformance and contract reduction / termination	Sub delegated from the Chief Executive to the Director of Inclusive Economy, Skills & Culture / Head of Employment and Skills	<p>Clear mechanism will be outlined in Contracts, Funding Agreements, and/or Performance Management Framework.</p> <p>Technical expertise and performance data available through the AEB Performance Group.</p>

			For Multiply, officers may refer to LPG for recommendations, where wider sector expertise and consultation is desired.
12	To approve Funding clawback	Sub delegated from the Chief Executive to the Director of Inclusive Economy, Skills & Culture / Head of Employment and Skills	<p>Clear mechanism will be outlined in Contracts, Funding Agreements, and/or, along with Audit and Assurance requirements.</p> <p>Technical expertise and performance data available at AEB Performance Group level.</p>
13	To agree Delivery plans agreed annually with providers variation approval based on performance and/or responsiveness	Sub delegated from the Chief Executive to the Director of Inclusive Economy, Skills & Culture / Head of Employment and Skills	<p>Expertise regarding technical delivery and alignment to strategy available from the AEB Performance Group.</p> <p>Will deliver strategic aims as set by the Combined Authority.</p> <p>Employment and Skills Panel will be informed of any decisions, in line with Conflicts of Interest policy.</p> <p>For Multiply, officers may refer to LPG for recommendations, where wider sector expertise and consultation is desired.</p>
14	To add subcontractors to delivery plans within year upon request annually	Sub delegated from the Chief Executive to the Director of Inclusive Economy, Skills & Culture / Head of Employment and Skills	<p>Expertise regarding due diligence and strategic appropriateness is available from the AEB Performance Group.</p> <p>In accordance with the Funding Rules which outline strict requirements regarding subcontracting practice.</p> <p>Responsiveness required in year to ensure delivery timescales are met</p>
15	To approve subcontracting where not already	Sub delegated from the Chief Executive to	Expertise regarding due diligence and strategic

	approved under current ESFA regulations. ESFA guidance available here .	the Director of Inclusive Economy, Skills & Culture / Head of Employment and Skills	appropriateness available from the AEB Performance Group. Funding rules outline requirements regarding subcontracting practice. Responsiveness required in year to ensure delivery timescales are met.
16	To make minor technical or process driven amendments to the Funding Rules (for Multiply: contracts or funding agreements) in line with strategic direction set by the Combined Authority.	Sub delegated from the Chief Executive to the Director of Inclusive Economy, Skills & Culture / Head of Employment and Skills	Any amendments must remain in accordance with the AEB Strategy, as approved by the Combined Authority. Swift decisions needed to minimise any impact of responsiveness on delivery – decisions are predominantly technical, and process driven.

10 GLOSSARY

ASR	<p>Appraisal Specification Report:</p> <p>A report produced by the scheme promoter, in conjunction with the West Yorkshire Combined Authority, setting out the agreed approach to appraisal of the scheme, as part of the assurance process.</p>
AST	<p>Appraisal Summary Table:</p> <p>A summary of the key consequences relating to the environmental, economic and social impacts of schemes. They are used to help determine which schemes should proceed and if they do, to decide which options to choose.</p>
BCG	<p>Business Communications Group:</p> <p>A group of people made up of key representatives from organisations in the City Region. They support business growth and act as an advisory group to the LEP Board.</p>
BCR	<p>Benefit Cost Ratio:</p> <p>An indicator used in cost-benefit analysis that attempts to summarise the overall value for money of a project or proposal.</p>
BEIS	<p>Business, Energy and Industrial Strategy:</p> <p>A ministerial department supported by 41 agencies and public bodies. It brings together responsibilities for business, industrial strategy, science, research and innovation, energy and clean growth, and climate change.</p>
CBA	<p>Cost Benefit Analysis:</p> <p>A systematic approach to estimating the strengths, weaknesses, and alternatives for a decision to be made. It involves adding up the benefits of a course of action and then comparing these with the costs associated with it.</p>
CE	<p>Chief Executive:</p> <p>The person who is in overall charge of the running of the Combined Authority.</p>
CSF	<p>Critical Success Factors:</p> <p>A management term for an element that is necessary for an organisation or project to achieve its goals.</p>
DfT	<p>Department for Transport:</p> <p>A ministerial department supported by 23 agencies and public bodies. They work with agencies and partners to support the transport network and plan and invest in transport infrastructure.</p>
DLUCH	<p>The Department for Levelling Up, Housing and Communities:</p> <p>Formerly known as Ministry of Housing, Communities and Local Government (MHCLG). A ministerial department supported by 13 agencies and public bodies. They create great places to live and work, and to give more power to local people to shape what happens in their area.</p>

FBC	Full Business Case: Provides the detail of the preferred solution for a project or programme. It confirms the benefit, cost, and risk of delivering the preferred solution. FBC+ represents a full business case with finalised costs.
GVA	Gross Value Added: Measures the contribution made to the economy and is a key indicator of the state of the whole economy. It measures the value of goods and services produced in an area.
Green Book	HM Treasury guidance for public sector bodies on how to appraise proposals before committing funds to a policy, programme, or project.
HE	Homes England: Formerly known as Homes and Communities Agency. An executive non-departmental public body that is sponsored by the Ministry of Housing, Communities and Local Government. HE helps create successful communities by making more homes and business premises available to the residents and businesses who need them.
HMT	HM Treasury: The Government's economic and finance ministry, maintaining control over public spending, setting the direction of the UK's economic policy and working to achieve strong and sustainable economic growth.
LEP	Local Enterprise Partnership: The LEP Board is a business-led public private local partnership which brings together the private and public sectors from across the City Region to provide strategic leadership, unlock the region's vast potential by enabling business to grow and develop, stimulate growth that will create jobs and prosperity for everyone who lives, works and does business in the region, and advise on strategy and policy aimed at meeting both the current and future needs for the region's economy
LVU	Land Value Uplift This is quantification of the net benefits of a scheme proposal. This measures the difference of value from the land's current use to when it is used for another purpose as an economic uplift and captures all private sector costs of development.
MCA	Mayoral Combined Authority: A combined authority with a mayor that is elected by the residents of the area. The mayor, in partnership with the combined authority, exercises the powers and functions devolved from Government, set out in the local area's devolution deal.
NPV	Net Present Value: The difference between the present value of the future cash flows from an investment and the amount of investment. NPV is used to analyse the profitability of a projected programme or project.
Nolan Principles	The seven principles of public life, which are the basis of the ethical standards expected of public office holders.
OBC	Outline Business Case:

	This sets out the preliminary information regarding a proposed project / programme. It contains information needed to help make a decision regarding the implementation of the project / programme such as envisaged outcomes, benefits and potential risks associated.
Orange Book	HM Treasury guidance for public sector bodies on risk management.
PAT	Programme Appraisal Team: A team formed to ensure compliance with the assurance framework. It is a formal group of West Yorkshire Combined Authority officers who oversee the assurance process.
PCR	Project Closure Report: The final document produced for the project and is used by senior management to assess the success of the project, identify best practice for future schemes, resolve all open issues and formally close the project.
PIMS	Portfolio Information Management System: A bespoke management system used to provide transparency, consistency, efficiency and focus on delivery.
PMA	Portfolio Management and Appraisal Team: A team formed to ensure a rigorous approach to the assurance process, including the appraisal of schemes and monitoring and reporting on our portfolio, so we get the best schemes for our money
QRA	Quantified Risk Assessment: A structured approach to identifying and understanding the risks associated with hazardous activities. The assessment takes inventory of potential hazards, their likelihood and consequences.
RAG	Red, Amber and Green rating: Also known as the traffic light system and used as a visual cue to project performance.
REM	Regional Econometric Model: Incorporates aspects of four major modelling approaches: Input - Output, General Equilibrium, Econometric, and Economic Geography. It estimates the changes in total regional income and employment.
SA	Strategic Assessment: This determines the strategic context for a programme / project and provides an early opportunity for key stakeholders to influence the direction, scope and scheme content.
WY Plan	West Yorkshire Plan: A long-term plan and strategic framework reflecting the scale of our visions and missions for West Yorkshire to 2040.
SME	Small and Medium Enterprises: A company is defined as an SME if it has a staff headcount of either <50 (small) or <250 (medium sized). The company also needs to have a turnover or balance sheet total of ≤€10m (small) or ≤€50m (turnover) or ≤€43m (balance sheet) (medium).
SOC	Strategic Outline Case (SOC)

	The purpose of the SOC is to confirm the strategic context for the project, to make the case for change and to determine 'the preferred way forward'
TfN	Transport for the North A statutory sub-national transport body, which is a partnership of public and private sector representatives working with central Government and national transport bodies to develop and deliver strategic transport infrastructure across the North of England .
UDM	Urban Dynamic Model: A simulation of how transport interacts with population, employment and land-use over long periods of time, typically ten years or more. It helps understand how transport could contribute to economic regeneration.
VfM	Value for Money: The most advantageous combination of cost, quality and sustainability to meet customer requirements.
TAG	Web-based Transport Appraisal Guidance: Guidance on the conduct of transport studies. It provides advice on how to set objectives and identify problems, develop potential solutions, create a transport model for the appraisal of the alternative solutions and how to conduct an appraisal which meets the department's requirements.
West Yorkshire Transport Levy	An annual levy on the West Yorkshire authorities, which is used to invest in priority schemes / programmes across West Yorkshire, helping to deliver a number of key transport priorities.

11 Document control

Year:	2023-24
Version:	2
Document approved by:	
Date:	
To be of effect from:	

Report to: Combined Authority

Date: 22 June 2023

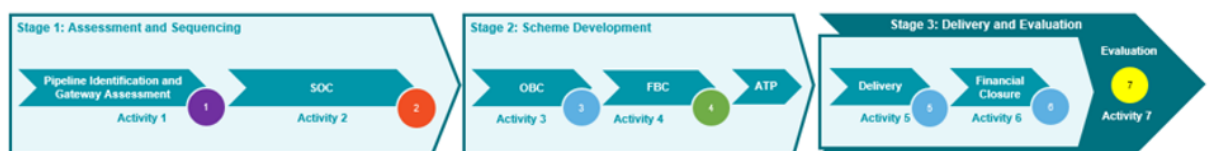
Subject: Project Approvals - Investment Priority 2 – Skills and training for people

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 2 – Skills and training for people, 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 2 – Skills and training for people

- 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. The Strategy is revised annually with the latest revision approved by the Combined Authority Board in June 2022. Each Investment Priority has a number of

priority project / programme areas have been identified that are the focus for intervention.

- 3.2 In February 2023, the Combined Authority reviewed indicative funding allocations to Investment Priorities and prioritised interventions to support digital and green skills alongside skills support for employers to a value of £6m.
- 3.3 Investment Priority 2 will deliver a range of programmes and schemes which focus on:
- Supporting individuals to access learning through different formats and settings.
 - Supporting new ways of curriculum delivery
 - Enabling communities to become more resilient and sustainable.
 - Employers managing job design and skills so that organisations can build resilience to change.
- 3.4 Investment Priority 2 had an allocation of £18,000,000, to date this has been allocated to the following schemes:
- Employment Support West Yorkshire - a universal employment programme delivered through Local Authority partners supporting 7,700 adults in West Yorkshire to progress towards or within employment. A total of £12,000,000 was allocated and subsequently approved, to allow the programme to be delivered between April 2023 and March 2025.
 - Digital, Green and Employer Support Programme - made up of complementary employment and skills programmes, that will be delivered between September 2023 and March 2026. The programme provides a flexible and responsive skills offer to individuals and businesses to support them to grow and access opportunities aligning to regional strategies and priorities around green and digital skills. A total of £6,000,000 was indicatively allocated to this programme and approval for this funding is now being sought via this report.

Scheme Summaries

<p>Digital Skills, Green Skills, and Skills Support for Business</p> <p>West Yorkshire</p>	<p><u>Scheme description</u></p> <p>Digital Skills, Green Skills, and Skills Support for Business is made up of two programmes which will deliver skills packages to improve West Yorkshire’s diverse and skilled workforce, meeting the needs of the local economy and local businesses.</p> <p>The Workforce Development and Growth programme will build on the success of previous skills programmes to support employers to create meaningful talent pipelines and workforce skills plans by upskilling, reskilling, and retraining existing employees, as well as developing and acquiring future talent.</p> <p>The Workforce for the Future programme will seek to inspire learners of all ages to acquire digital and green skills, whilst promoting a good understanding of the local labour market and careers opportunities within the region.</p> <p>The programme will be funded by the gainshare allocation for Investment Priority 2 – skills and training for people and a reallocation of adult skills funding from a previous underspent programme.</p> <p><u>Impact</u></p> <p>The overall programme will engage 10,000 businesses in skills and training opportunities by March 2025, and engage with 500 school young people (aged 7-18 years old) by January 2025 from a minimum of 30 schools in disadvantaged areas.</p> <p>The Value for Money assessment of the programme is based on benchmarked unit costs and/or existing programme costs. The programme is expected to achieve reasonable value for money.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 2 (strategic outline case) and decision point 4 (full business case) and work commences on activity 5 (delivery)</p> <p>Total value of the programme - £7,500,000</p> <p>Total value of Combined Authority funding - £7,500,000</p> <p>Funding recommendation sought - £6,650,000</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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- 3.5 Since the Combined Authority’s meeting on 16 March 2023, when the Project Approvals reports were last considered, the following decision points and change requests have been assessed in line with the Combined Authority’s assurance process and approved through the agreed delegation to the Employment and Skills Committee at its meeting on 23 March 2023. The decisions were made by the Employment and Skills Committee following a recommendation from Combined Authority Programme Appraisal Team.
- 3.6 The full agenda and papers for the meeting can be found on the [Combined Authority website here.](#)

Skills Bootcamps	<p>Approval to the change request to the Skills Bootcamps programme to accept and spend up to £3,649,369 from the Department for Education, increasing the total programme cost to £7,338,369 and to extend the delivery timeframes from September 2023 to September 2024.</p> <p>Funding approved: £3,649,369</p> <p>Total value of the scheme: £7,338,369</p> <p>Total value of Combined Authority funding: £7,338,369</p>
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4 Information

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

Projects in Stage 1: Assessment and Sequencing

Project Title	Digital Skills, Green Skills, and Skills Support for Business
Stage	2 (scheme development)
Decision Point	2 (strategic outline case) and 4 (full business case)

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

Background

- 4.3 The Digital Skills, Green Skills and Skills Support for Business Programme includes two programmes:

Programme 1: Workforce Development and Growth

- 4.4 This programme will build on the success of previous skills programmes to support employers to create meaningful talent pipelines and workforce skills plans by upskilling, reskilling, and retraining existing employees, as well as developing and acquiring future talent. The programme comprises two projects:

- Project 1: Skills Support for Business: This project will provide skills and training to increase the number of people in employment.
- Project 2: Mayoral Graduate Pilot: This project will test methods to help bridge the gap between employer and graduate, supporting employers to access graduates and develop effective ways of recruiting and retaining, graduates.

Programme 2: Workforce for the Future

- 4.5 This programme will seek to inspire learners of all ages to acquire digital and green skills, whilst promoting a good understanding of the local labour market and careers opportunities within the region. The programme comprises three projects:

- Project 3: Digital Inclusion - will support community organisations to deliver digital skills to those who are digitally excluded. This project involves signposting for community organisations, network and peer

support, digital inclusion funding opportunities for businesses, and evaluation and data sourcing activity.

- Project 4: Regional Careers Engagement and Inspiration for people of all ages - will engage with young people and adults to increase knowledge of careers in the region, with a focus on digital and green areas. Support will be provided for people to further understand how to access digital and green skills and careers.
- Project 5 (Phase 2): Further Education Development Fund - this pilot project will develop and test approaches that support the delivery of green skills in Further Education sectors. This project is still under development will seek decision point 2 (strategic outline case) and decision point 4 (full business case) approval at a later date, when the programme strategic outline case can be updated.

4.6 Both programmes directly support two of the Combined Authority's objectives "driving economic growth and innovation to enable good jobs" and "enabling a diverse, skilled workforce and accessible learning for all" and will contribute to "building a sustainable, natural rich and carbon neutral region".

4.7 The programmes will develop:

- Support for employers, particularly addressing high growth areas (such as green skills and digital skills), ways to improve the digital capability of businesses, graduate recruitment and retention, and workforce development and upskilling.
- Locally delivered support for digital inclusion, targeting diverse and disadvantaged groups, increasing the proportion of residents with digital skills for life and work.
- A better workforce for the future through the upskilling of educators, building training capacity, and helping people of all ages and from all backgrounds to understand the career opportunities of the future.

4.8 Projects 1 to 4 belong to Phase 1 of the overall programme and are seeking approval to progress to delivery through this report. The total costs for Projects 1 to 4 are £6,650,000.

4.9 Project 5 belongs to Phase 2 and its business case is still under development, and will therefore seek approval to progress to delivery, through the assurance process, at a later date. Approval of the business case will be delegated to the combined Authority's Chief Executive in accordance with the assurance pathway and approval route and tolerances outlined in this report. The total cost for Project 5 is £850,000.

4.10 A summary of the programme's business case is included in **Appendix 2**.

Tackling the Climate Emergency Implications

4.11 The programme will tackle climate emergency implications by:

- Implementing training programmes to address green skills shortages and gaps and build the local skills base ready for the future.

- Working with key partners to ensure that training aligns with the current labour market demand and that provision can meet future demand in the growing green economy.
- Creating careers opportunities and inspirational activities to ensure a future pipeline of talent in the green economy.
- Aligning to projects being delivered under Investment Priority 2 ensuring that green skills programmes are responsive to the ambitions outlined in the Climate and Environment Plan.

Outputs and Benefits

4.12 The programme outputs and benefits are:

Programme 1: Workforce Development and Growth

- Engage with 10,000 businesses around skills and training opportunities through marketing campaigns and partnerships.
- Engage 1,000 businesses to access skills support and create workforce development plans.
- Work with 50 small and medium-sized enterprises (SMEs) to create graduate opportunities.
- Support a minimum of 150 SMEs to access skills funding to develop skills and training for their workforce.
- Encourage SMEs to create 1,000 well paid green jobs for young people. Supporting employers to access skills funding and working with employers to access relevant skills programmes to attract talent in the sector.
- Increase the number of employees with essential digital skills for work in 100 businesses.
- Support businesses to create green and digital jobs.
- Engage with 100 SMEs and third sector organisations to create diagnostics and provide support for essential digital skills in the workplace.

Programme 2: Workforce for the Future

- Engage 300 primary age young people (Key Stage 2 – 7 years–11 years) in inspiration activities
- Support 100 educators to have knowledge and understanding of green and digital careers
- Inspire 50,000 individuals about green and digital careers through marketing and inspiration campaigns and resources.
- Support 30 schools from disadvantaged postcode areas
- Digital Inclusion Officers to support 210 organisations per year to increase their digital inclusion capacity

- Support 210 organisations to develop their digital inclusion offer, including joining a digital inclusion network
- 4.13 The Value for Money of each programme is based on benchmarked unit costs and/or existing programme costs. The programme is expected to achieve reasonable value for money.

Inclusive Growth Implications

- 4.14 The programme inclusive growth implications include:
- The programme will simplify access for residents to existing digital skills offerings within communities.
 - The programme will aim to reach children who are currently underrepresented, living in disadvantaged postcode areas, inspiring them to take up digital skills and improving their digital literacy.
 - The Workforce for the Future programme will reach currently underrepresented children for the world of work generally, as well as for green and digital careers more specifically.
 - The programme will supply skills support to identified key sectors in West Yorkshire to fill skills gaps in the local economy.
 - Graduates will be supported to find regional working opportunities that are relevant to their skills sets.
 - The programme will target training, skills, and career development in high growth sectors for residents of all ages, particularly in the green sector and digital sector.
 - Procured suppliers that are commissioned to deliver activities as part of this programme will be required to demonstrate a commitment to implementing social value objectives.

Equality and Diversity Implications

- 4.15 An Equality Impact Assessment (EqIA) has been undertaken for the programme and equality and diversity impacts taken account of as part of the development of the programme and the business case development.
- 4.16 The programme will use existing business support, enterprise, and skills programmes to benchmark and develop Equality and Diversity Impact targets.
- 4.17 The programme will deliver interventions to support those who are digitally excluded, benefiting people and communities in a broad way so that they can access online resources around health, regeneration, education, etc.
- 4.18 75% of adult residents of Yorkshire and Humber do not have 'Essential Digital Skills for Life', as determined by the UK's benchmark for digital skills, with 7% of these residents being considered as 'digitally excluded'. The programme will break down this barrier.

4.19 By January 2025 the programme will engage 500 school young people (ages 7-18 years old) from a minimum of 30 schools in disadvantaged postcode areas.

Risks

4.20 The programme risks include:

- There is a risk of delay due to the lead-in time for procurement of a specialist service. To mitigate this risk, the procurement process will commence as soon as possible once funding has been approved.
- There may be potential overlaps in the delivery of Digital Inclusion support with existing support services which could impact interest of the new service. This has been mitigated by ensuring that the new service complements existing offers and enhances them by connecting to wider networks and pools of funding.
- There is a risk that the offer receives more interest from well-resourced employers, as opposed to those that are struggling the most. To mitigate this risk, there will be set criteria for employers who are targeted. For example, “employers with live recruitment for longer than 6 months”.

Costs

4.21 The total programme costs are £7,500,000.

4.22 The funding is provided by the Combined Authority with £6,000,000 from the Investment Priority 2 Gainshare Fund and £1,500,000 from underspend from the European Social Fund (ESF) Programme.

Programme 1: Workforce Development and Growth	
Project 1: Skills Support for Business	£3,271,432
Project 2: Mayoral Graduate Pilot:	£500,000
Programme 1 Total	3,771,432
Programme 2: Workforce for the Future	
Project 3: Digital Inclusion	£746,000
Project 4: Regional Careers Engagement and Inspiration	£1,250,000
Project 5 (Phase 2): Further Education Development Fund	£850,000
Programme 2 Total	£2,846,000
Overall total	£6,617,432

4.23 The remaining funding totalling £882,568, will be used for development work to the Future Goals website, staffing resource across the overall Digital Skills, Green Skills, and Skills Support for Business programme and evaluation and marketing.

- 4.24 Private sector match funding will be explored as the programme is delivered. Businesses in receipt of skills funding could contribute up to 30% match funding.

Assurance Pathway and Approval Route

Phase 1 – comprising Project 1: Skills Support for Business, Project 2: Mayoral Graduate Pilot; Project 3: Digital Inclusion and Project 4: Regional Careers Engagement and Inspiration

Assurance pathway	Approval route	Forecast approval date
2 (strategic outline case) and 4 (full business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	22/06/2023
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Operating Officer	01/09/2026

Phase 2 – comprising Project 5: Further Education Development Fund

Assurance pathway	Approval route	Forecast approval date
2 (strategic outline case) and 4 (full business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Executive	30/11/2023
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Operating Officer	01/09/2026

Other Key Timescales

- Delivery of the programme will commence in September 2023 and will be completed by March 2026.

Assurance Tolerances

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

Appraisal Summary

- 4.25 The programme clearly aligns with the strategic position of the Combined Authority, including the Corporate Plan, and Employment and Skills Framework. The programme also supports Mayoral Pledges.
- 4.26 The programme will meet regional and local demands for skills, training, and employment opportunities in high growth sectors, more specifically the green sector and digital sector.
- 4.27 Equality and Diversity Impact targets will be developed as part of a Monitoring and Evaluation Plan during the Delivery phase of the programme. A Communications and Engagement Plan will also be developed to ensure under-supported businesses and areas are able to access opportunities.
- 4.28 The delivery team are experienced with programmes of this nature and are taking key learnings from existing and previous skills and enterprise programmes into the programme.
- 4.29 The team will work with the Commercial Team and with Finance Partners to develop and deliver a robust Procurement Strategy and quarterly spend profile for each individual project.
- 4.30 A Stage 2 Carbon Impact Assessment will be developed in the Delivery phase of the programme.

Recommendations

- 4.31 The Combined Authority approves that:
 - (i) Projects 1 to 4 (Phase 1) of The Digital Skills, Green Skills, and Skills Support Programme proceed through decision point 2 (strategic outline case) and decision point 4 (full business case) and work commences on activity 5 (delivery) of these projects. Project 5 continues work on its full business case.
 - (ii) An indicative approval to the Combined Authority's contribution of up to £7,500,000 is given (Projects 1 to 5). The total programme cost is £7,500,000.
 - (iii) Approval is given to the Combined Authority's contribution of up to £6,650,000 for Projects 1 to 4 (Phase 1).
 - (iv) Future approvals are made in accordance with the assurance pathway and approval route and tolerances outlined in this report. Where required, any future committee level approvals are delegated to the Employment and Skills Committee.

Projects in Stage 2: Scheme development

4.32 There are no schemes to review at this stage.

Projects in Stage 3: Delivery and Evaluation

4.33 There are no schemes to review at this stage.

5 Tackling the Climate Emergency implications

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

6 Inclusive Growth implications

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

7 Equality and Diversity implications

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

8 Financial implications

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

9 Legal implications

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

10 Staffing implications

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

11 External consultees

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

12 Recommendations (Summary)

Digital Skills, Green Skills, and Skills Support for Business

12.1 The Combined Authority approves that:

- (i) Projects 1 to 4 (Phase 1) of The Digital Skills, Green Skills, and Skills Support Programme proceed through decision point 2 (strategic outline case) and decision point 4 (full business case) and work commences on

activity 5 (delivery) of these projects. Project 5 continues work on its full business case.

- (ii) An indicative approval to the Combined Authority's contribution of up to £7,500,000 is given (Projects 1 to 5). The total programme cost is £7,500,000.
- (iii) Approval is given to the Combined Authority's contribution of up to £6,650,000 for Projects 1 to 4 (Phase 1).
- (iv) Future approvals are made in accordance with the assurance pathway and approval route and tolerances outlined in this report. Where required, any future committee level approvals are delegated to the Employment and Skills Committee.

13 Background Documents

13.1 None as part of this report.

14 Appendices

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

Appendix 2 - Digital Skills, Green Skills, and Skills Support for Business - Business Case Summary

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Project Approvals

Appendix 1 - Assurance Framework

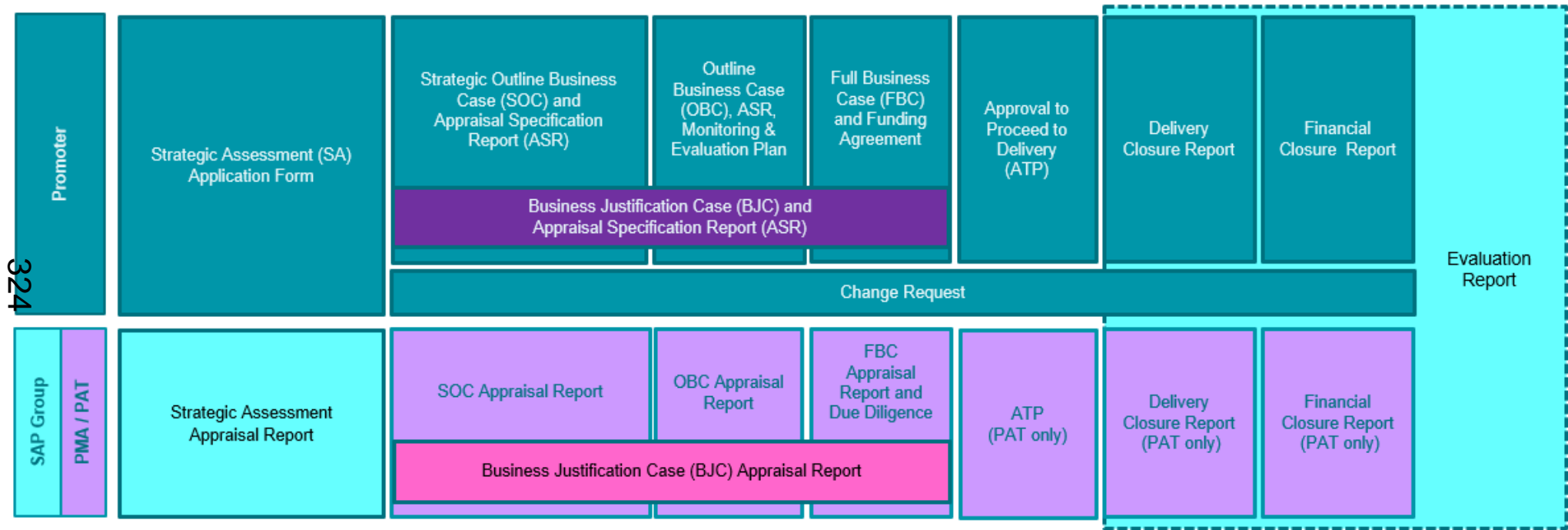
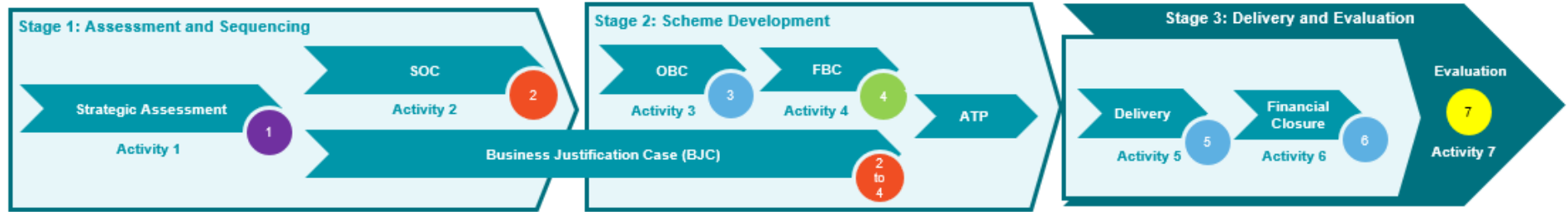
1. Assurance Framework

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

Assurance Process

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

Assurance Process



KEY:

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

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Project Overview

Project Title	Digital Skills, Green Skills, and Skills Support
Main Funding Programme	Gainshare allocation for Investment Priority 2 (IP2) - Skills and Training for People
Current Forecast Project cost	£7,500,000
Funding Applied for from the Combined Authority now	£6,000,000 from gainshare allocation for IP2 £1,500,000 adult skills funding
Other public sector funding amounts and sources	£0.00
Private sector funding amounts and sources	Businesses in receipt of skills funding could contribute up to 30% match funding

Scheme Description

The Digital Skills, Green Skills, and Skills Support programme is made up of two programmes, the Workforce Development and Growth programme, and the Workforce for the Future programme. The programmes will deliver skills packages to improve West Yorkshire's diverse and skilled workforce, meeting the needs of the local economy and businesses.

The Workforce Development and Growth programme consists of two projects: Project 1 Skills Support for Business, and Project 2 Mayoral Graduate Pilot. The projects will support employers to upskill, reskill and retrain existing employees, as well as developing and acquiring future talent.

The Workforce for the Future programme consists of three projects: Project 3 Digital Inclusion, Project 4 Regional Careers Engagement, and Project 5 Inspiration for people of all ages, and the Further Education Development Fund. The projects will seek to inspire learners of all ages to gain digital and green skills, while promoting a good understanding of the local labour market and career opportunities.

The overall programme will engage 10,000 businesses in skills and training opportunities and engage with 500 young people from a minimum of 30 schools in post code areas considered disadvantaged (based on the index of multiple deprivation 2019).

Projects 1 to 4 are seeking approval to progress to delivery. Project 5 is still under development and will seek approval at a later date.

Business Case Summary

Strategic Case

The overall programme scheme directly supports two objectives - "driving economic growth and innovation to enable good jobs" and "enabling a diverse, skilled workforce and accessible learning for all".

The scheme is made up of two programmes: Workforce Development and Growth, and Workforce for the Future. The aims of the programmes are as follows.

- **Workforce Development and Growth:** will build on the success of previous skills programmes to support employers to help upskill, reskill and retrain existing employees, as well as developing and acquiring future talent.

- **Workforce for the Future:** will seek to inspire learners of all ages to acquire digital and green skills, whilst promoting a good understanding of the local labour market and careers opportunities within the region.

Economic Case

The overall programme will develop:

- Support for employers, particularly addressing high growth areas (such as green skills and digital skills), ways to improve the digital capability of businesses, graduate recruitment and retention, and workforce development and upskilling.
- Locally delivered support for digital inclusion, targeting diverse and disadvantaged groups, increasing the proportion of residents with digital skills for life and work
- A better workforce for the future through the upskilling of educators, building training capacity, and helping people of all ages and from all backgrounds to understand the career opportunities of the future.

Commercial Case

The Combined Authority is experienced in delivering similar programmes / projects and in procuring specialist services to support delivery.

Financial Case

This programme has a total cost of £7,500,000 which will be funded by £6,000,000 from gainshare allocation for Investment Priority 6 and £1,500,000 from the Combined Authority's Adult Skills Funding that has been re-allocated following an underspend on other programmes.

Management Case

This scheme will be managed by the Combined Authority's Employment and Skills Team.



Report to: Combined Authority

Date: 22 June 2023

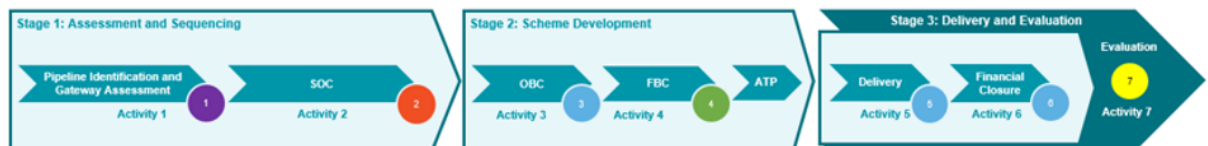
Subject: Project Approvals - Investment Priority 4 – Tackling the Climate Emergency and Environmental Sustainability

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.

Background to the Climate and Environment Plan (CEP) Wave 1

3.3 The Climate and Environment Plan includes partnerships and programmes that help enable carbon reduction in future years. The plan focuses on enabling actions that maximise emissions reduction, improve nature, and prepare for a changing climate in line with the 2038 target and will be delivered in waves.

3.4 Approvals are being sought through this report for the funding for the Natural Flood Management Programme, and schemes within that programme including, Landscapes for Water, Chellow Dene Wetland, and the Better Homes Hub programme which are being delivered as part of the CEP – Wave 1 portfolio. These have been prioritised with other programmes at various stages of development, which will reduce and improve West Yorkshire’s carbon footprint and contribute towards a transition to net-zero and climate emergencies.

3.5 The habitats improved by the Natural Flood Management Programme will result in carbon sequestration and the Better Homes Hub Programme will result in reduced energy consumption supporting reduced carbon emissions and both programmes improve climate resilience.

3.6 The following approvals are being sought through this report:

Programme / scheme	Approval sought	Total programme / scheme value
Natural Flood Management – Flood Risk and Drainage Programme	£1,186,090	£7,392,862
Chellow Dene Wetland	£41,000	£75,530

Landscapes for Water	£1,984,000	£1,984,000
Better Homes Hub Programme	£2,585,000	£18,425,000
Total	£5,796,090	

- 3.7 A further SOC is in development for a range of capital flood schemes. This will be considered by the next meeting of the Climate and Environment Committee and includes a pipeline of schemes that provide increased protection within all districts of West Yorkshire.

Scheme Summaries

<p>Landscapes for Water – Natural Flood Management</p> <p>West Yorkshire</p>	<p><u>Scheme description</u></p> <p>The scheme will implement up to 3,500 natural flood management interventions in upland areas, to manage the sources and pathways of flood waters, to slow the flow of water into rivers and reduce the risk of flooding further downstream.</p> <p>The scheme is to be funded from the gainshare allocation for investment priority 4 - Tackling the Climate Emergency and Environmental Sustainability</p> <p><u>Impact</u></p> <p>The scheme will result in more areas of the Calder and Colne catchments being governed by natural processes in combination with other strategies for flood resilience.</p> <p>The scheme aims to increase flood resilience to 1,381 homes and businesses, with interventions benefitting communities in Todmorden, Hebden Bridge, Mytholmroyd, Luddendenfoot, Sowerby Bridge, Elland, Ripponden, Rishworth, Marsden, Slaithwaite, Huddersfield and many of the surrounding rural areas.</p> <p>Due to the nature of the scheme, value for money is difficult to quantify however wider benefits include increased biodiversity and opportunities for community involvement with flood management solutions for their area.</p> <p><u>Decision Sought</u></p> <p>Approval to proceed through decision point 2 to 4 (business justification) and work commences on activity 5 (delivery).</p> <p>Total value of the scheme - £1,984,000</p> <p>Total value of Combined Authority funding - £1,984,000</p> <p>Funding recommendation sought - £1,984,000</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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<p>Chellow Dene Wetland Bradford</p>	<p><u>Scheme description</u></p> <p>The scheme will reduce the risk of flooding downstream, by returning the wetland to a rewilded space capable of storing heavy rainfall. Measures will also be put in place to reduce bankside erosion, to support biodiversity and a brick weir will be replaced by a new meander slowing the flow of water and allowing storm waters to be retained in the wetland.</p> <p>Wetland wild meadow will also be sown over a 300 square metre area of the wetland and 1000 wild plug plants will be planted, providing additional food for a range of species.</p> <p>The scheme will be funded by the gainshare allocation for Investment Priority 4 (IP4) - Tackling the Climate Emergency and Environmental Sustainability.</p> <p><u>Impact</u></p> <p>Wetlands take up atmospheric carbon and reduce carbon loss, through long-term storage in both their vegetation and soil. The scheme will reduce the risk of flooding and increase biodiversity.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 2 to 4 (business justification) name of business case stage) and work commences on activity 5 (delivery).</p> <p>Total value of the scheme - £75,530</p> <p>Total value of Combined Authority funding - £41,000</p> <p>Funding recommendation sought - £41,000</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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<p>Better Homes Hub West Yorkshire</p>	<p><u>Scheme description</u></p> <p>The Better Homes Hub programme has been developed to promote and facilitate retrofit of all housing tenures across West Yorkshire.</p> <p>The retrofitting of housing includes measures such as insulation, solar panels, heat pumps, ventilation and double or triple glazing windows, which improve the heat efficiency and air tightness of homes to a good level of thermal efficiency.</p> <p>The scheme is to be primarily funded from the gainshare allocation for investment priority 4 - Tackling the Climate Emergency and Environmental Sustainability. A bid has also been submitted to the Department for Energy Security & Net Zero and North East & Yorkshire Net Zero Hub, for up to £1,675,000 from the Local Energy Advice Demonstrator Programme. An announcement is expected in July 2023 on whether the bid was successful.</p> <p>Longer term, the Better Homes Hub programme will require additional funding beyond the current three-year gainshare funding allocation.</p> <p><u>Impact</u></p> <p>The programme will lead to reductions in CO2 emissions, domestic energy use and fuel poverty across multi tenures.</p> <p>The programme will be delivered across West Yorkshire prioritising the most deprived areas, where feasible.</p> <p>A value for money assessment for each individual scheme will be completed as part of each scheme's individual business case development.</p> <p><u>Decision sought:</u></p> <p>Approval to proceed through decision point 2 (strategic outline case) and work commences on the development of individual business cases as outlined in this report.</p> <p>Total value of the scheme – up to £18,425,000</p> <p>Total value of Combined Authority funding – up to £18,425,000</p> <p>Funding recommendation sought – up to £2,585,000</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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- 3.8 Since the Combined Authority’s meeting on 16 March 2023, when the Project Approvals reports were last considered, the following decision points and change requests have been assessed in line with the Combined Authority’s assurance process and approved through the agreed delegation to the Climate, Energy and Environment Committee at its meeting on 21 March 2023. The decisions were made by the Climate, Energy and Environment Committee following a recommendation from Combined Authority Programme Appraisal Team.
- 3.9 The full agenda and papers for the meeting can be found on the [Combined Authority website here.](#)

<p>Better Neighbourhoods West Yorkshire</p>	<p>Approval to proceed through decision point 2 (strategic outline case) and decision point 4 (full business case) and work commences on activity 5 (delivery).</p> <p>Funding approved: £2,060,000</p> <p>Total value of the scheme: £2,060,000</p> <p>Total value of Combined Authority funding: £2,060,000</p>
<p>Combined Authority Assets Solar Project – Bus Stations West Yorkshire</p>	<p>Approval to proceed through decision points 2 to 4 (business justification) and work commences on activity 5 (delivery).</p> <p>Funding approved: £366,310</p> <p>Total value of the scheme: £476,203</p> <p>Total value of Combined Authority funding: £476,203</p>

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.

Additional Approvals

Natural Flood Management - Flood Risk and Drainage Programme

- 4.3 The Natural Flood Management (NFM) is part of the Climate and Environment Plan Wave 1 portfolio's Flood Risk and Drainage Programme, which gained decision point 1 (strategic assessment) approval from the Combined Authority on 22 July 2022. The total forecast programme cost is £7,392,862.
- 4.4 In the region, it is recognised that land management practice in upland areas has directly contributed to the loss of biodiversity and increased the likelihood of flood risk. The ground has been overgrazed, subjected to decades of acidic rain, and has become compacted. NFM investment aims to undo this damage, through restoring catchment areas' vegetation, including trees, heath, and peatlands and treating the soil to improve infiltration rates across the landscape to slow the flow of water.
- 4.5 The NFM programme, comprises of up to nine schemes, which aim to increase flood resilience to homes and businesses by implementing a range of measures which work with natural processes to slow, store and filter water, with the effect of altering how water moves through the catchment area. Each scheme will progress through the assurance process individually.
- 4.6 Development costs of £836,240 were approved for the CEP Wave 1 portfolio at Combined Authority on 22 July 2022. A further £2,917,893 of development costs were approved at portfolio level, following approval of a change request at Combined Authority on 21 October 2022. The NFM programme was allocated development costs from both these approvals for staffing resource and business case development, totalling £421,502.
- 4.7 To expedite delivery, the programme did not develop a programme level strategic outline case, instead, each scheme has gone direct to developing its own individual business case. Landscapes for Water and Chellow Dene Wetland are the first schemes to develop and submit their business cases and are both seeking approval to progress to delivery, via this report.

4.8 In the absence of a programme strategic outline case, approval is now sought through this report, for £1,186,090 to cover remaining NFM programme costs for staffing resource, business case development and Combined Authority costs to support delivery of all schemes, taking the total programme costs approval to £1,607,592. Approval of this funding will allow the project management team to continue supporting partners to develop their scheme proposals and to cover other Combined Authority costs.

Recommendation

4.9 The Combined Authority approves that:

- (i) Programme costs of £1,186,090 are approved in order to support the delivery of the Natural Flood Management - Flood Risk and Drainage Programme. The total programme value is £7,392,862.

Projects in Stage 1: Assessment and Sequencing

Project Title	Landscapes for Water – Natural Flood Management
Stage	1 (assessment and sequencing) and 2 (project development)
Decision Point	2 to 4 (business justification)

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

- 4.10 The scheme belongs to the Natural Flood Management Programme, part of the Climate and Environment Plan Wave 1's Flood Risk and Drainage Programme and will be funded from the gainshare allocation for Investment Priority 4 (IP4) - Tackling the Climate Emergency and Environmental Sustainability.
- 4.11 The scheme will implement up to 3,500 natural flood management interventions in upland areas, including stone dams willow dams, peat dams, fascines which strengthen riverbanks and pools, across land owned by the National Trust, Yorkshire Water and third parties in the Upper Calder and Colne catchments in West Yorkshire. The interventions will manage the sources and pathways of flood waters, to slow the flow of water into rivers and reduce the risk of flooding further downstream.
- 4.12 The land where these interventions are proposed, is severely degraded with extensive areas of exposed peat soils and artificially drained land. This causes soil erosion, loss of carbon, loss of biodiversity and a reduced ability to hold water, compared to healthy soils.
- 4.13 The scheme will result in more areas of the Calder and Colne catchments being governed by natural processes in combination with other strategies for flood resilience delivering a more holistic approach.
- 4.14 The scheme aims to increase flood resilience to 1,381 homes and businesses, with interventions benefitting communities in Todmorden, Hebden Bridge, Mytholmroyd, Luddendenfoot, Sowerby Bridge, Elland, Ripponden, Rishworth, Marsden, Slaithwaite, Huddersfield and many of the surrounding rural areas.

- 4.15 The scheme is part of a wider Landscapes for Water Programme which aims to restore habitats, increase biodiversity and provide resilience to climate change. The programme sits under the Common Cause Partnership, a partnership between the National Trust and Yorkshire Water which aims to restore landscapes across National Trust, Yorkshire Water, and third-party land within the South Pennines.
- 4.16 The scheme will directly support the Mayoral Pledge to “tackle the climate emergency and protect our environment” and contribute towards achieving the net-zero carbon target.
- 4.17 The scheme is seeking approval for £1,984,000 from the gainshare allocation for IP4.
- 4.18 A summary of the scheme’s business case is included in **Appendix 2**.

Tackling the Climate Emergency Implications

- 4.19 The scheme tackling climate emergency implications are:
- wider programme benefits of flood protection, decreased carbon emissions, and increased biodiversity.
 - climate change resilience - through measures which will allow the land to hold more water, so that areas are much more resilient to periods of drought and instances of moorland fires.
 - peatland restoration within the uplands to:
 - help peat to act as an effective sponge and retain more water in the upper catchment, contributing to flood protection downstream,
 - protect already stored carbon and increase carbon storage where NFM works enable covering of bare peat.
 - Improved water quality, by increased settlement of sediment and improved filtering of impurities.
 - local communities will have improved understanding of flooding and the climate emergency, what the scheme will do and why it is needed, through public engagement, communications, and volunteer events.
 - improve knowledge of natural flood management effectiveness, by contributing to the wider evidence base and enhanced partnership working, which will help support future schemes.
- 4.20 A Stage 1 Carbon Impact Assessment has been conducted to demonstrate there will be no negative impacts. The impact will be positive in terms of climate change and biodiversity.

Outputs and Benefits

- 4.21 The scheme outputs and benefits are:
- up to 3,500 NFM dams to temporarily store water / slow the flow of water
 - creation of 35 pools to provide additional water storage

- construction of 35 fascines, (long bundles of sticks of wood or plastic bound together), to strengthen riverbanks, reduce erosion and encourage natural vegetation growth
- 25 community NFM days to engage with up to 150-200 people at each event, to raise awareness of flood management activities
- 15 NFM collaboration events to contribute to learning and best practice around techniques and interventions to improve understanding for future scheme
- increasing flood resilience to approximately 1,381 homes and business in the Calder and Colne catchment areas
- restoring the landscape across the catchment areas, increasing biodiversity, and improving resilience to climate change
- improve the understanding of relationships between catchment management and flooding.

4.22 Due to the nature of the scheme, a benefit cost ratio has not been calculated. Value for money is achieved through the wider benefits described above. This scheme has a strong strategic value and will have a positive impact for the residents and businesses in, and surrounding, the catchment area.

Inclusive Growth Implications

4.23 The scheme inclusive growth implications are:

- The scheme and wider programme will contribute to achieving net-zero carbon by 2038, thus supporting the wider inclusive growth agenda
- Increasing flood resilience to approximately 1,381 homes and businesses
- Supporting areas at risk of flooding and contributing to the development and growth of resilient communities.

Equality and Diversity Implications

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

4.25 The schemes equality and diversity implications are:

- Increasing resilience of communities in West Yorkshire to flood risk, thus having a positive impact on social and economic success for everyone in the catchment areas.
- Deprived neighbourhoods are more vulnerable to climate events; low-income households are less able to make their property resilient, and to respond to and recover from the impacts of floods. Furthermore, the Yorkshire and Humberside region has been estimated to be the most flood-disadvantaged region in England. Increased flood resilience will support financially disadvantaged households.

- Inclusive community engagement will be undertaken to highlight the benefits of the scheme, through a number of public events, meetings, use of social media, and community volunteering days. The engagement will seek to increase understanding, awareness, and education around flooding and Natural Flood Management.

Risks

4.26 The key scheme risks and mitigations are:

- Delays with consents / agreements to start the works at proposed locations, mitigated through early conversations with Natural England, local authorities, and land tenants
- Lack of contractor availability and skilled contractors in the specialist area mitigated by early engagement with potential contractors, breaking down the procurement into a number of individual contracts, and by adding contingency into the delivery timeframe
- Inflation leading to cost increases mitigated by a contingency budget being included in the total scheme costs
- Bad weather restricts or delays works, mitigated by starting works as soon as possible following approval and by adding contingency into the delivery timeframe
- Staffing changes at National Trust and Yorkshire Water leads to delays mitigated by approval of funding which will allow skilled staff to remain in post.

Costs

4.27 The scheme has a total cost of £1,984,000, which will be fully funded from the Combined Authority's gainshare allocation for IP4.

4.28 Subject to approval, the Combined Authority will need to enter into a funding agreement with the National Trust for expenditure of up to £1,984,000.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
2 to 4 (Business Justification)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	22/06/2023
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Operating Officer	01/07/2028

Other Key Timescales

- 4.29 Delivery of the scheme will commence in August 2023 and be completed by March 2028.
- 4.30 Project evaluation will take place in April 2028, then a post-project benefits review after a two and then five-year period.

Assurance Tolerances

Assurance tolerances
Combined Authority costs remain within +10% of those outlined in this report.
Delivery (DP5) timescales remain within 6 months of those outlined in this report.
Outputs remain within 10% of those outlined in this report.

Appraisal Summary

- 4.31 There is a clear demand for the scheme, to increase flood resilience of communities that are particularly vulnerable to the impact of flooding.
- 4.32 The scheme closely aligns with the Combined Authority's key strategies, including the Strategic Economic Plan and the Mayoral Pledges, by increasing climate resilience and environmental sustainability.
- 4.33 The scheme is part of the wider Flood Risk and Drainage Programme, a key element of the Climate and Environment Plan.
- 4.34 National Trust is the lead delivery partner for the scheme and is an experienced organisation, familiar with the delivery of similar schemes.
- 4.35 Although a full, quantifiable Value for Money assessment could not be undertaken for the scheme, a qualitative assessment demonstrates how the preferred scheme was selected and the positive impacts the scheme will have.

Recommendations

- 4.36 The Combined Authority approves that:
- (i) The Landscapes for Water – NFM scheme proceeds through decision points 2 to 4 (business justification) and work commences on activity 5 (delivery).
 - (ii) An approval to the Combined Authority's contribution of £1,984,000 is given. The total scheme value is £1,984,000.
 - (iii) The Combined Authority enters into a funding agreement with the National Trust for expenditure of up to £1,984,000.
 - (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

Project Title	Chellow Dene Wetland
Stage	1 (assessment and sequencing) and 2 (project development)
Decision Point	2 to 4 (business justification)

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

Background

- 4.37 The Chellow Dene Wetland scheme is part of the Natural Flood Management – Flood Risk and Drainage Programme.
- 4.38 Chellow Dene wetlands was originally created in 2005, to improve water quality. Restoration is now required to upgrade it from amenity grassland, where grass is kept shorter, to a productive rewilded green space.
- 4.39 The restoration will reduce the risk of flooding downstream, by increasing storage capacity in the wetland by 185 cubic metres, so more water can be retained in the wetland, rather than flowing downstream.
- 4.40 Measures will be put in place to reduce bankside erosion, which will see less sediment released into the beck and remaining pond. When less sediment is transported, it enables the water and surrounding habitat to maintain higher oxygenation levels to support biodiversity.
- 4.41 A brick weir on the beck will also be replaced with a meander, slowing the flow of water, and allowing storm waters to be held creating an adjacent biodiverse wetland.
- 4.42 Wetland wild meadow will also be sown over a 300 square metre area of the wetland and 1000 wild plug plants will be planted, providing additional food for a range of species.
- 4.43 Approval is now sought for the Combined Authority’s contribution of £41,000 from the gainshare allocation for Investment Priority 4 (IP4) - Tackling the Climate Emergency and Environmental Sustainability, so that the scheme is able to proceed into delivery so the scheme can be completed without works interrupting the bird nesting season.

Tackling the Climate Emergency Implications

- 4.44 Wetlands are a vital natural asset that take up atmospheric carbon and reduce carbon loss, through long-term storage in both their vegetation and soil. The restoration and active management of wetlands is one of many solutions needed to work towards achieving net zero targets.
- 4.45 Thirty new species of wetland plant will be introduced to the restored wetland to support increased biodiversity, the capture and storage of atmospheric carbon dioxide and the capacity to retain water.

Outputs and Benefits

- 4.46 The scheme outputs and benefits include:
- The scheme will directly increase the flood resilience of 18 properties due to an increase of 185m³ of storage capacity in the wetlands.
 - A wilder enriched wetland meadow extending to 300m² will replace the current 'amenity grassland'.
 - 1000 wild plug plants will be planted in the area increasing ground level ecological flora and food sources for insects and wildlife. 30 new species of plant will also be introduced.
 - Less sediment will be released into the beck and remaining pond due to measures to reduce erosion of the bank along 10 metres of the beck. When less sediment is transported, it enables the water and surrounding habitat to maintain higher oxygenation levels to support biodiversity.
 - An artificial barrier isolating fish and invertebrate populations will be removed, when the weir is replaced by the new in the beck and a 'leaky dam' made of natural materials, which will still allow water to pass through but at a slower rate.

Inclusive Growth Implications

- 4.47 The scheme inclusive growth implications include:
- The scheme includes several community volunteering dates to provide opportunities for residents to get involved and the local 'Friends of Bradford Becks' group has been involved in consultations.
 - The scheme also includes provision for a workshop with the local primary school to explain the principles behind the scheme.
 - The scheme will provide enhanced accessibility for all to a local green space via a raised causeway and improved drainage to a wet muddy expanse on the main footpath.

Equality and Diversity Implications

- 4.48 An Equality Impact Assessment (EqIA) has been completed for this scheme confirming there are no adverse impacts on those with protected characteristics.

Risks

4.49 The scheme risks include:

- That planning permission or ordinary water course consent are not granted, requiring modifications to the design. This will be mitigated by including a representative from the relevant departments at Bradford Council on the advisory group, consultations on the scheme as it develops, and submitting the relevant applications early.
- The scheme is not delivered by the Environment Agency's Water Environment Fund, October 2023 match funding deadline, mitigated by making the ability to deliver the scheme in summer 2023 as selection criterion for the contractor.

Costs

- 4.50 The total scheme value is £75,530. The Combined Authority's contribution is £41,000 from the gainshare allocation for IP4.
- 4.51 The remainder is funded by £26,500 from Britvic and £8,030 from the Environment Agency's Water Environment Improvement Fund.
- 4.52 The Combined Authority will need to enter into a funding agreement with Aire Rivers Trust for expenditure of up to £41,000 from the gainshare allocation for IP4.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
2 to 4 (business justification)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	22/06/2023
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Operating Officer	30/11/2023

Other Key Timescales

- 1 August 2023 – start on site
- 31 October 2023 – finish on site.

Assurance Tolerances

Assurance tolerances
Combined Authority costs remain within +5% of those outlined in this report.
Delivery (DP5) timescales remain within 3 months of those outlined in this report.
Outputs remain within -10% of those outlined in this report

Appraisal Summary

- 4.53 The overall business case for this scheme is strong as it provides the triple benefits of a biodiversity upgrade, increased capacity to hold and slowly release storm water after heavy rain and improved access for all to a local green space.
- 4.54 Strategically the scheme is consistent with the Aire River Trust's (ART) objectives and the Combined Authority's Investment priority on tackling the climate emergency and environmental sustainability. It will provide a demonstration site for the benefits of natural flood management.
- 4.55 From an economic perspective two homes downstream from this green space have been flooded and 18, which comprises of some social housing, are at risk from future flooding, so action to prevent flooding and fear of flooding for residents in an area with low household incomes has clear benefits.
- 4.56 The options to address the challenge have been considered and the preferred way forward provides the most economically and ecologically advantageous solution. It addresses the critical success factor of maximising water retention whilst boosting biodiversity through new wetland flora and improving the access and enjoyment of the area for everyone that lives locally.

Recommendation

- 4.57 The Combined Authority approves that:
- (i) The Chellow Dene Wetland scheme proceeds through decision point 2 to 4 (business justification) and work commences on activity 5 (delivery).
 - (ii) Approval to the Combined Authority's contribution of £41,000, to the Chellow Dene Wetland scheme. The total scheme value is £75,530.
 - (iii) The Combined Authority enters into a funding agreement with Aire Rivers Trust for expenditure of up to £41,000.
 - (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

Project Title	Better Homes Hub
Stage	1 (assessment and sequencing)
Decision Point	2 (strategic outline case)

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

Background

- 4.58 The Better Homes Hub programme has been developed to promote, facilitate and deliver retrofit of housing across all housing tenures in West Yorkshire. This includes households that rent their home from social or private landlords, have a mortgage / loan on their home, or own their own home outright and will be referred to as multi tenure, in this report.
- 4.59 The retrofitting of housing includes measures which improve the heat efficiency and air tightness of homes, up to a good level of thermal efficiency, for example double and triple glazing, loft, wall, and ground floor insulation and the installation of renewable technology, including solar panels, heat pumps.
- 4.60 The programme will lead to reductions in CO2 emissions, domestic energy use and fuel poverty across multi tenures, which will contribute to tackling the climate emergency.
- 4.61 Conservative estimates indicate that up to £20.4 billion is needed to retrofit homes to a good level of thermal efficiency, so any moderate capital investment is short term in its approach.
- 4.62 The long-term Better Homes Hub programme is expected to be delivered in three phases. Phase 1 is covered by this strategic outline case and will be funded from the gainshare allocation for investment priority 4 - Tackling the Climate Emergency and Environmental Sustainability. Funding to support the later phases of the programme in later years will be required beyond the current three-year gainshare funding period.
- 4.63 The investment of gainshare funding will be focussed on the following areas rather than the delivery of a fixed number of retrofits:

Area-based demonstrators – scheme cost up to £5,110,000

- The programme will establish five area-based demonstrators in West Yorkshire. The demonstrators will pilot a range of retrofit measures, across an area/street to test what improvements can be made to properties, what impact these measures will have on the housing stock, and what benefits this will have on residents living conditions and fuel bills.
- Each demonstrator will aim to test different technological, delivery and financial models, build momentum, strengthen supply chain and communication innovations to tackle the challenges of mixed multi-tenure, whole community retrofit and create blueprints to enable scaling up at pace.

One Stop Shop – scheme cost up to £6,250,000

- A One Stop Shop (OSS) for retrofit is a virtual and/or physical place where residents can find all information and services they need to guide them through retrofitting their home. There are many different business models which can be adopted for a OSS as outlined in Section 3 of this report by [Energy Cities](#).
- Specialist consultancy support is being procured to complete an options assessment and produce a costed implementation plan to create a regional One Stop Shop (OSS), which will provide high quality tailored information and advice to residents and landlords.
- Initially, a portion of funding will be used to fund the Better Home Leeds project (also referred to as Leeds Retrofit Accelerator), which is the able-to-pay pilot project that is being delivered by Leeds City Council.

The Better Homes Leeds project aims to design and test an approach to supporting able to pay households, via a smooth customer journey and by creating new incentives or financial products, largely financed by the private sector, to remove barriers to entry. The learnings from this pilot activity in Chapel Allerton and Otley will help inform the regional OSS and help us understand the able-to-pay markets motivations, capability and understanding on retrofit. There is potential for the Better Homes Leeds scheme to be scaled up, using the key learnings to develop a regional programme. This will form part of the options assessment supported by the external consultant.

- Depending on the preferred business model for a regional OSS, phased implementation is likely. A soft launch of the OSS is planned for March 2024, which could involve the creation of a web page to initially signpost residents to financial products and services.
- Work will continue on the development of the One Stop Shop business case, following the soft launch.
- Estimated costs to set up and resource a regional OSS have been included in this strategic outline case and these will be firmed up as the project business case is developed.

Financial Packages and Offers – scheme cost up to £1,500,000

- The programme will involve work to explore financial packages and offers which will enable a wide range of residents, homeowners, and private landlords to access, and implement, retrofit measures in their homes.
- The scheme cost includes seed funding, to get the financial packages and offers up and running, using income from those able to pay. The amount of seed funding to be invested will be explored as part of the next stages of business case development.

Supply Chain engagement – scheme cost up to £750,000

- One of the key barriers to scaling up retrofit activity identified is the significant lack of skilled labour. To meet the demand for housing retrofit a 30,000 strong workforce needs to be developed and sustained over the next 18 years.
- Currently, the retrofit supply chain is not developed enough to fully meet demand in West Yorkshire. In delivering these projects it is expected that the demand for retrofit services will begin to accelerate.
- BHH activity will be aligned with the recommendations of the Green Job Taskforce and will complement existing skills programmes that take a whole labour market approach with some sector-based delivery to tackle specific challenges for retrofit.
- The programme will commission a supplier to increase understanding of the current retrofit and renewables workforce, and the challenges facing the supply chain. This will result in a report on the current provision of West Yorkshire retrofit workforce, engagement of disengaged and demand-led segments of existing workforce and develop a supply chain & skills infrastructure through market stimulation, engagement with current workforce.

Development of a 10-year programme plan – cost to be determined as part of further business case development but will require additional funding beyond the current three-year gainshare allocation.

- The programme will develop a 10-year plan which will include development of a longer-term social housing decarbonisation programme to support and deliver retrofit measures, and improvements, to social housing properties across West Yorkshire and developing an approach to tackle the regional retrofit supply chain and skills shortages, aligning with the work of the Green Jobs Taskforce.

- 4.64 Longer term, from 2025 onwards Phase 2 is expected to take the findings from Phase 1 projects and apply them collectively to specific locations within West Yorkshire with the view to trialling their effectiveness prior to a region wide rollout.
- 4.65 Phase 3 from 2027 onwards will aim for a West Yorkshire wide rollout of the Better Homes Hub, fine-tuned to take into consideration the learning from the Phase 2 pilots, enabling all residents in the region to upgrade their homes and delivering the 680,000 retrofits to meet Net Zero target by 2038.

- 4.66 Phases 2 and 3 are subject to further development based on the learning and experiences from earlier phases.

Local Energy Advice Demonstrator (LEAD) programme

- 4.67 A bid was submitted to the Department for Energy Security and Net Zero and North East & Yorkshire Net Zero Hub, for up to £1,675,000 from the Local Energy Advice Demonstrator programme, set up to fund innovative projects piloting new approaches to providing local in-person energy advice, with a particular focus on harder-to-serve properties and digitally excluded groups. An announcement is expected in July 2023 on whether the bid was successful.
- 4.68 The UK has the oldest building stock in Europe. In-person visits can better capture the complexities of these building types, which are harder to address through digital and telephone advice. Local, in-person advice may also extend the service to certain groups for example, older people, disengaged, those with limited internet access and minority ethnic groups.
- 4.69 This funding will allow the Better Homes Hub to explore and understand different ways to engage with some of the hardest to reach and digitally excluded residents such as, older residents facing deprivation, those with low proficiency of English and people with disabilities, using a combination of approaches that build on social relations and different methods of engagement, to increase understanding of retrofit across the community.
- 4.70 Learning from previous programmes, including the UK Community Renewal Fund Retrofit Hub scheme, has demonstrated the need for a tailored approach to engaging with different groups of residents and the range of range of challenges they may face.
- 4.71 Unlike other schemes focussing on the “Able to Pay” market, the One Stop Shop will provide information and advice for all residents, and private landlords. Accessibility and motivation for each of these groups may be different, and so this LEAD proposal seeks to test approaches to provision of in-person advice that can increase inclusion and equity for future delivery. The Better Homes Hub Programme contributes towards delivery of the Climate Plan objectives and aligns with the West Yorkshire Investment Strategy Investment Priority 4 - Tackling the Climate Emergency and Environmental Sustainability.
- 4.72 A summary of the programme’s business case is included in **Appendix 3**.

Tackling the Climate Emergency Implications

- 4.73 The scheme tackling climate emergency implications are:
- This programme will contribute towards reductions in carbon emissions through raising the profile of retrofit measures that can be introduced.

Outputs and Benefits

- 4.74 The programme outputs and benefits include:

- Provide five multi-tenure retrofits in a local area / street demonstrator by March 2026 to demonstrate benefits to all and increase skills in retrofit.
- Deliver the multiple benefits of retrofit activity to social housing by continuing the strong progress of Social Decarbonisation Housing Fund for those homes containing some of the most excluded in our region.
- Development of options for the creation of a One Stop Shop to provide a single point of advice and support for all tenure householders on retrofit measures that could be delivered.
- Ensure retrofits are completed and certified to the right quality standards, and in accordance with the British Standard for retrofits which is PAS2035.
- Provide data and learning on all housing tenure support needs and benefits to inform the scaling up and roll out of future waves across all housing.

Inclusive Growth Implications

4.75 The scheme inclusive growth implications include:

- The programme will apply to all households including those living in poor housing in all tenures.
- Completing retrofits will help lift people out of fuel poverty by reducing energy emissions and therefore costs.

Equality and Diversity Implications

4.76 The scheme equality and diversity implications are:

- The programme will be delivered across West Yorkshire including the most deprived areas.
- The programme will support residents with differing needs, to improve the energy efficiency of their homes. For example, for some groups, the intervention may require information, advice, and signposting. Other groups will require more support such as translation skills and signposting to financial support.
- Funding from the Local Energy Advice Demonstrator programme will provide local, in-person advice specifically targeting groups including older people and minority ethnic groups.
- An Equality Impact Assessment (EqIA) has been undertaken for the programme and equality and diversity impacts taken account of as part of its development and will continue as part of the development of individual scheme business cases.

Risks

4.77 The scheme risks include:

- Increased costs due to inflation and rising costs through the supply chain. This is mitigated by procuring a financial consultant for advice on the scheme costs and monitoring scheme costs throughout programme development and delivery.
- Insufficient interest in the market or inability to procure an appropriate consultant to provide support in the development of the programme. This is being mitigated by engaging with the market in advance to locate multiple consultants and to build interest before the opportunity to bid is finalised.

Costs

- 4.78 The total programme cost is up to £18,425,000.
- 4.79 The Combined Authority's contribution is up to £18,425,000 comprising up to £16,750,000 from the gainshare allocation for IP4 and up to £1,675,000 from the Local Energy Advice Demonstrator programme. A bid was submitted to the Department for Energy Security & Net Zero and North East & Yorkshire Net Zero Hub, for up to £1,675,000 from the Local Energy Advice Demonstrator Programme. An announcement is expected in July 2023 on whether the bid was successful.
- 4.80 As the programme develops, it is anticipated that additional funding beyond the current three- year Gainshare Funding allocation will be required if West Yorkshire is to deliver Net Zero.
- 4.81 Development costs of £332,302 were approved as part of the CEP Wave 1 portfolio decision point 1 (strategic assessment) approval at Combined Authority in July 2022. A subsequent change request, approved by Combined Authority in October 2022, approved a further £385,991 of development costs, taking the total Better Homes Hub programme approval to £718,293.
- 4.82 Approval is now sought for a further £910,000 of development costs to secure staffing resources, consultancy support, undertake research work, and develop individual scheme business cases. This takes the total programme approval to £1,628,293. These development works will facilitate the creation of a blue print for One Stop Shop, a strategic plan for the multi-tenure retrofits in a local area / street demonstrators and facilitate development of the finance and skills elements of the programme.
- 4.83 Approval is also being sought through this report to accept and spend up to £1,675,000 from the Local Energy Advice Demonstrator Projects, subject to confirmation of a successful bid from government, so that delivery can start in line with the delivery timeframes, taking the total programme approval to up to £3,303,293.
- 4.84 Further ongoing public sector funding will be considered and applied for as and when opportunities become available.

Assurance Pathway and Approval Route

Better Homes Hub Programme

Assurance pathway	Approval route	Forecast approval date
2 (strategic outline case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	22/06/2023
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Operating Officer	31/03/2026

Housing Demonstrators

Initial Housing Demonstrators

Assurance pathway	Approval route	Forecast approval date
2 to 4 (business justification)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Climate, Energy and Environment Committee	31/12/2023
Approval to Proceed	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Operating Officer	31/01/2024

Final Housing Demonstrators

Assurance pathway	Approval route	Forecast approval date
2 to 4 (business justification)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Climate, Energy and Environment Committee	30/09/2024
Approval to Proceed	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Operating Officer	31/10/2024

One Stop Shop

Assurance pathway	Approval route	Forecast approval date
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4 (full business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Climate, Energy and Environment Committee	31/03/2024
Approval to Proceed	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Operating Officer	30/04/2024

Other Key Timescales

- March 2026 - Completion of delivery of the Phase 1 of the programme
- March 2027 - Programme evaluation of Phase 1 of the programme.

Assurance Tolerances

Assurance tolerances
Combined Authority costs remain within +10% of those outlined in this report. Delivery (DP5) timescales remain within 6 months of those outlined in this report.

Appraisal Summary

- 4.85 The Better Homes Hub programme has a strong strategic value for West Yorkshire. It is recognised that a quarter of the region's carbon emissions come from homes and there is a clear need for housing retrofits and energy efficient measures to be introduced.
- 4.86 Options for the programme have been developed as part of the business case submission and workshops have been held with stakeholders to ensure the programme will deliver the required outputs.
- 4.87 Value for Money for this scheme cannot be evidenced at this time through a benefit cost ratio, however the programme is expected to offer value for money based on the strong strategic value. Value for Money assessments will be conducted as part of the individual business case submissions.

Recommendations

- 4.88 The Combined Authority approves that:
- The Better Homes Hub programme proceeds through decision point 2 (strategic outline case) and work commences on the development of individual scheme business cases as outlined in this report.
 - An indicative approval to the Combined Authority's contribution of up to £18,425,000 is given and the reallocation of indicative funding between programmes and schemes within the Better Homes Hub Programme is delegated to the Director of Policing, Environment & Place. The total scheme value is up to £18,425,000.

- (iii) Development costs of up to £2,585,000 are approved to secure staffing resources, consultancy support, undertake research work, develop individual scheme business cases, and deliver the Local Energy Advice Demonstrator element of the programme, taking the total programme approval to £3,217,302.
- (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

Projects in Stage 2: Scheme development

4.89 There are no schemes to review at this stage.

Projects in Stage 3: Delivery and Evaluation

4.90 There are no schemes to review at this stage.

5 Tackling the Climate Emergency implications

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

6 Inclusive Growth implications

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

7 Equality and Diversity implications

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

8 Financial implications

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

9 Legal implications

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

10 Staffing implications

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

11 External consultees

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

12 Recommendations (Summary)

Natural Flood Management Programme

12.1 The Combined Authority approves that:

- (i) Programme costs of £1,186,090 are approved in order to support the delivery of the Natural Flood Management - Flood Risk and Drainage Programme. The total programme value is £7,392,862.

Landscapes for Water – Natural Flood Management

12.2 The Combined Authority approves that:

- (i) The Landscapes for Water – NFM scheme proceeds through decision points 2 to 4 (business justification) and work commences on activity 5 (delivery).
- (ii) An approval to the Combined Authority's contribution of £1,984,000 is given. The total scheme value is £1,984,000.
- (iii) The Combined Authority enters into a funding agreement with the National Trust for expenditure of up to £1,984,000.
- (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

Chellow Dene Wetland

12.3 The Combined Authority approves that:

- (i) The Chellow Dene Wetland scheme proceeds through decision point 2 to 4 (business justification) and work commences on activity 5 (delivery).
- (ii) Approval to the Combined Authority's contribution of £41,000, to the Chellow Dene Wetland scheme. The total scheme value is £75,530.
- (iii) The Combined Authority enters into a funding agreement with Aire Rivers Trust for expenditure of up to £41,000.
- (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

Better Homes Hub

12.4 The Combined Authority approves that:

- (i) The Better Homes Hub programme proceeds through decision point 2 (strategic outline case) and work commences on the development of individual scheme business cases as outlined in this report.
- (ii) An indicative approval to the Combined Authority's contribution of up to £18,425,000 is given and the reallocation of indicative funding between programmes and schemes within the Better Homes Hub Programme is delegated to the Director of Policing, Environment & Place. The total scheme value is up to £18,425,000.
- (iii) Development costs of up to £2,585,000 are approved to secure staffing resources, consultancy support, undertake research work, develop individual scheme business cases, and deliver the Local Energy Advice Demonstrator element of the programme, taking the total programme approval to £3,303,293.

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

13 Background Documents

13.1 None as part of this report.

14 Appendices

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

Appendix 2 – Landscapes for Water – Natural Flood Management – Business Case Summary

Appendix 3 – Better Homes Hub – Business Case Summary



Project Approvals

Appendix 1 - Assurance Framework

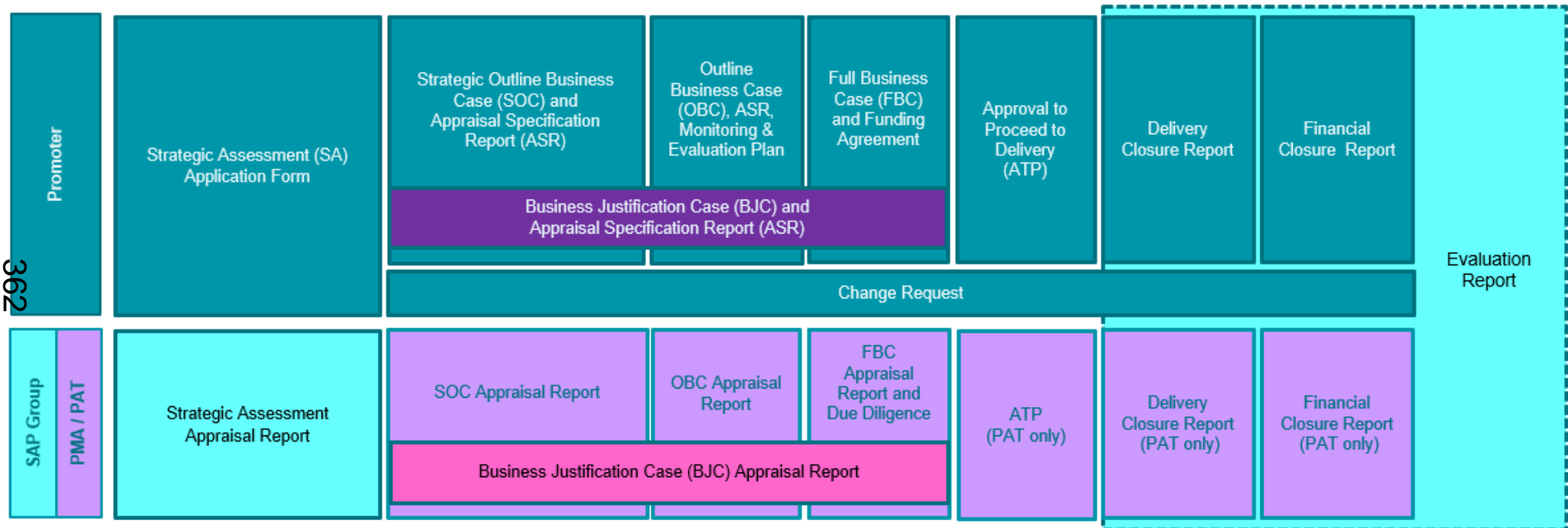
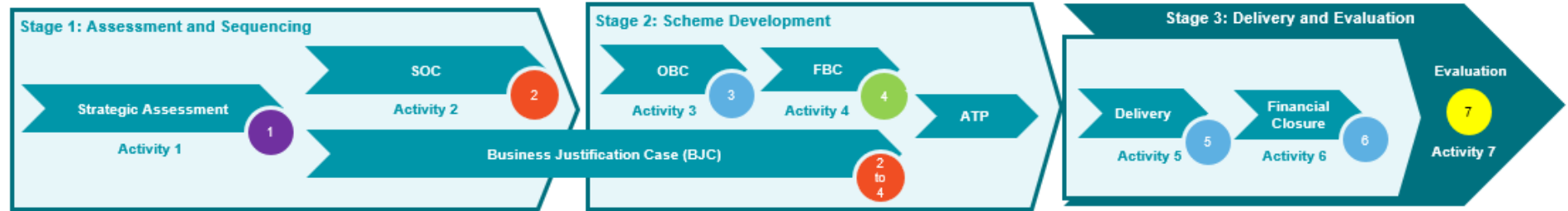
1. Assurance Framework

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

Assurance Process

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

Assurance Process



- KEY:**
- Key Decision Point (CA Approval Required)
 - Key Decision Point (Thematic Committee/CA Approval may be required)
 - Decision Point (Thematic Committee/CA Approval may be required)
 - Decision Point
 - Reporting Point

Stage 1: Assessment and Sequencing

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

Stage 2: Scheme Development

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

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

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

Stage 3: Delivery and Evaluation

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

2. Future Assurance and Approval Route

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

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

3. Tolerances

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

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Project Overview

Project Title	Landscapes for Water – Natural Flood Management
Main Funding Programme	Gainshare allocation for Investment Priority 4 - Tackling the Climate Emergency and Environmental Sustainability
Current Forecast Project cost	£1,984,000
Funding Applied for from the Combined Authority now	£1,984,000
Other public sector funding amounts and sources	£0.00
Private sector funding amounts and sources	£0.00

Scheme Description

The scheme belongs to the Natural Flood Management Programme, part of the Climate and Environment Plan Wave 1's Flood Risk and Drainage Programme.

The scheme will implement 3,500 natural flood management interventions in upland areas, to manage the sources and pathways of flood waters, slowing the flow of water into rivers and reducing the risk of flooding further downstream.

The land on which these interventions are proposed is severely degraded, showing extensive areas of exposed peat soils and artificially drained landscapes. This causes soil erosion, loss of carbon and biodiversity, as well as a reduced ability to hold water, which healthy soils should be able to do well.

The scheme will result in more areas of the Calder and Colne catchments being governed by natural processes in combination with other strategies for flood resilience.

Business Case Summary

Strategic Case

In the region, it is recognised that land management practice in upland areas has directly contributed to the loss of biodiversity and increased the likelihood of flood risk. The ground has been overgrazed, subjected to decades of acidic rain, and has become compacted.

NFM investment aims to undo this damage, through restoring catchment areas' vegetation, including trees, heath, and peatlands, and treating the soil to improve infiltration rates across the landscape to slow the flow of water.

The scheme is part of the Natural Flood Management Programme, which comprises of up to nine schemes aiming to increase flood resilience to homes and businesses by implementing a range of measures which work with natural processes to slow, store and filter water, with the effect of altering how water moves through the catchment area.

The scheme is also part of a wider Landscapes for Water Programme which aims to restore habitats, increase biodiversity, and provide resilience to climate change. The programme sits under the Common Cause Partnership between the National Trust and Yorkshire Water, and aims to restore landscapes across National Trust, Yorkshire Water, and third-party land within the South Pennines.

The scheme supports the Mayoral Pledge to tackle the climate emergency and protect our environment” and contributes towards achieving the net-zero carbon target and also supports Investment Priority 4 -Tackling the Climate Emergency and Environmental Sustainability, of the West Yorkshire Investment Strategy (WYIS).

Economic Case

The scheme will install 3,500 Natural Flood Management interventions which will provide increased flood resilience to the communities of Todmorden, Hebden Bridge, Mytholmroyd, Luddendenfoot, Sowerby Bridge, Elland, Ripponden, Rishworth, Marsden, Slaithwaite, Huddersfield and many of the surrounding rural areas, as well improving 90 hectares of upland habitats.

Commercial Case

The National Trust has experience of procurement for similar types of schemes, which informed the proposed approach for this scheme. Specialist contractors will be needed, to deliver the scheme in challenging upland areas, however the National Trust is confident that there will be sufficient interest from contractors to undertake the work.

The proposed procurement route will follow National Trust’s procurement regulations and the Public Contract Regulations.

Financial Case

The scheme will be solely funded by the Combined Authority with £1,984,000 from the gainshare allocation for Investment Priority 4 - Tackling the Climate Emergency and Environmental Sustainability.

Management Case

The National Trust will manage the scheme, with additional expertise from within the partnership as well as external partners, brought in to provide support as and when required.

The West Yorkshire Combined Authority Natural Flood Management Programme Board will oversee the scheme.

Project Overview

Project Title	Better Homes Hub Programme
Main Funding Programme	Gainshare allocation for IP4 - Tackling the Climate Emergency and Environmental Sustainability
Current Forecast Project cost	£18,425,000
Funding Applied for from the Combined Authority now	up to £2,585,000
Other public sector funding amounts and sources	£0.00
Private sector funding amounts and sources	£0.00

Scheme Description

The Better Homes Hub programme has been developed to promote and facilitate retrofit of all housing tenures across West Yorkshire. This includes households that rent their home from social or private landlords, have a mortgage / loan on their home, or own their own home outright.

The retrofitting of housing includes measures such as insulation, solar panels, heat pumps and double and triple glazing, which improve the heat efficiency and air tightness of homes to a good level.

The programme will lead to reductions in CO2 emissions, domestic energy use and fuel poverty across multi tenures. This will contribute to tackling the climate emergency.

The scheme is to be primarily funded from the gainshare allocation for investment priority 4 - Tackling the Climate Emergency and Environmental Sustainability. Longer term, the Better Homes Hub programme will require additional funding beyond the current three-year gainshare funding allocation.

Business Case Summary

Strategic Case

The programme will enable and support the delivery of retrofit measures across all tenures, and will help reduce carbon emissions from domestic housing.

Although progress is being made in the region to retrofit housing, it is not happening at the pace or scale needed. The programme has been designed to accelerate this activity through tackling some of the fundamental challenges in retrofitting properties, including funding limitations and the complexities of renovating housing stock. The challenges have resulted in a limited supply chain and workforce trained to deliver quality retrofits.

Economic Case

Investment needs to be secured to support residents, to alleviate fuel poverty and improve the housing stock in the region. A more detailed Economic Case will be undertaken as part of individual scheme business case development.

Commercial Case

The Better Homes Hub Programme aims to provide long term certainty to the skills providers and supply chain, giving them the confidence to create green jobs, train, and up-skills new and existing staff.

Financial Case

The programme has an indicative total programme forecast cost of £18,425,000. Approval is now sought for a further £2,585,000 of development costs to secure staffing resources, consultancy support, undertake research work, and develop individual scheme business cases.

Management Case

This programme will be managed by the Combined Authority. A programme team has been established to develop and oversee the delivery of work, procure, and manage contractors and suppliers, and will ensure that any/all funding requirements are adhered to.

Report to: Combined Authority

Date: 22 June 2023

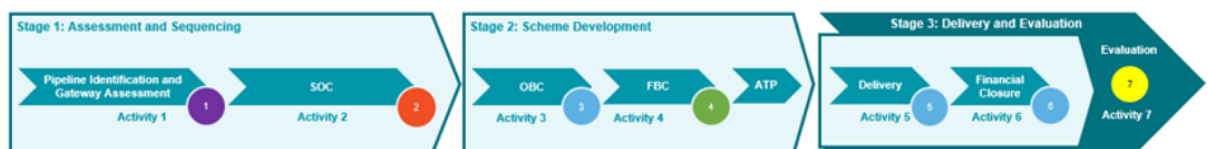
Subject: Project Approvals - Investment Priority 5 – Delivering Sustainable, Inclusive and Affordable Transport

Director: Melanie Corcoran, 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>West Yorkshire Rail Accessibility Package West Yorkshire</p>	<p><u>Scheme description</u></p> <p>The scheme will provide small-scale accessibility improvements at 64 rail stations across West Yorkshire which will benefit a broad range of existing and potential new rail users, in particular older and mobility impaired people, people with pushchairs and small children, those with learning difficulties, autism, hearing or visual impairment. Improvements include installing accessible toilets and baby changing facilities or upgrading existing facilities, installing induction loops, improving drop off / pick up facilities and installing new lighting, signage, furniture and help points.</p> <p>The scheme is to be delivered through the City Region Sustainable Transport Settlement (CRSTS) Fund and the Department for Transport's Trans-Pennine Route Upgrade and Northern funding sources.</p> <p><u>Impact</u></p> <p>The improved accessibility will provide greater connectivity to education, employment, and housing by rail and help facilitate a switch from car travel, particularly for those with disabilities.</p> <p>A value for money assessment has not been calculated but will be addressed through the next stage of business case development.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 2 (strategic outline case) and work commences on activity 4 (full business case)</p> <p>Total value of the scheme - £20,042,450</p> <p>Total value of Combined Authority funding - £5,000,000</p> <p>Funding recommendation sought – £337,100</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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<p>Mobility Hubs</p> <p>West Yorkshire</p>	<p><u>Scheme description</u></p> <p>The scheme will develop a network of Mobility Hubs across West Yorkshire, to encourage sustainable travel (particularly walking and cycling) for journeys under two miles (often the first/last mile of a public transport journey). They will be co-located with other community facilities that will encourage users to make less journeys.</p> <p>Facilities at each hub will vary but will include bus shelter and waiting facilities, better passenger information, improvements to digital connectivity through 5G, more cycle facilities that will encourage first / last mile trips to be made by bike or on foot, parking for e-bikes, car club and shared bikes, paving / street improvements.</p> <p>The scheme will be funded from City Region Sustainable Transport Settlements (CRSTS) Fund, the Integrated Transport Block Programme, and the Bus Service Improvement Plan (BSIP).</p> <p><u>Impact</u></p> <p>The scheme will encourage more use of sustainable transport, particularly cycling and walking, reducing journeys by private car, leading to a reduction in carbon emissions, congestion and improving local air quality. The scheme supports inclusive growth as the proposals are located in areas of low public transport and/or low car ownership and will improve connectivity and access to employment and other destinations.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 2 (strategic outline case) and work commences on activity 4 (full business case).</p> <p>Total value of the scheme - £3,312,811</p> <p>Total value of Combined Authority funding - £3,312,811</p> <p>Funding recommendation sought - £200,000</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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<p>Leeds City Centre Active Travel Links (North and South)</p> <p>Leeds</p>	<p><u>Scheme description</u></p> <p>The scheme will create two east to west cycling corridors across Leeds City Centre, one on the north side and one on the south side, filling current gaps to complete a circular cycle route around the city centre. The scheme links existing and planned cycle corridors. The new cycling infrastructure will be fully segregated from traffic, making it attractive and accessible to all cycle users. The scheme will also improve bus priority through junction traffic signalling changes and will provide new pedestrian crossings.</p> <p>The scheme is to be delivered through the City Regional Sustainable Transport Settlement (CRSTS) fund.</p> <p><u>Impact</u></p> <p>By increasing the provision of high-quality infrastructure and filling gaps in the cycle route network, the scheme will make active travel (cycling and walking) more attractive within Leeds City Centre. The scheme will promote a shift to active travel, which supports a reduction in traffic emissions, including greenhouse gases and improvements in local air quality. The scheme will improve travel options for households without access to cars and offer improved access and connectivity to jobs, education, training, and other opportunities by healthy low-cost active travel.</p> <p>The value for money assessment reflects a benefit cost ratio (BCR) of 3.03:1. This is categorised as High value for money.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 2 (strategic outline case) and work commences on activity 4 (full business case).</p> <p>Total value of the scheme - £3,815,488</p> <p>Total value of Combined Authority funding - £3,304,000</p> <p>Funding recommendation sought - £400,000</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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<p>Levelling Up - Bus Enhancement Package West Yorkshire</p>	<p><u>Scheme description</u></p> <p>The package will deliver bus infrastructure improvements at up to 14 bus stations and over 500 bus stops on key bus routes across West Yorkshire. The package will also address delays to bus services at 16 locations on the road network.</p> <p>It will also fund sustainable transport (bus, walking, cycling) improvements on the A639 Park Road in Pontefract, and the A629 North in Halifax from Orange Street roundabout to Ogden.</p> <p>The package be delivered through the Levelling Up Fund Round 2 funding award, with a local match contribution from the Combined Authority's West Yorkshire plus Transport Fund (WY+TF) and Gainshare Capital Fund.</p> <p><u>Impact</u></p> <p>The package will improve the safety, accessibility, and bus service reliability for passengers from the beginning to the end of their journeys and will connect more people to jobs and training by reducing barriers to sustainable travel through bus, cycling, and walking infrastructure and access improvements. This will encourage modal shift from the car, supporting a reduction in highway congestion levels which will aid better local air quality and a reduction in road user conflicts with improved road safety.</p> <p>An indicative value for money (VfM) assessment for the package reflects a Benefit Cost Ratio (BCR) of 1.76:1, classing the programme as Medium value for money when assessed against the DfT's value for money criteria.</p> <p><u>Decision sought</u></p> <p>Approval for the Levelling Up - Bus Enhancement Package to proceed through decision point 2 (strategic outline case) and work commences on individual scheme business cases.</p> <p>Total value of the scheme - £47,628,832</p> <p>Total value of Combined Authority funding - £47,628,832</p> <p>Funding recommendation sought – £5,450,000</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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- 3.3 Since the Combined Authority's meeting on 16 March 2023 when the Project Approvals reports were last considered, the following decision points and change requests have been assessed in line with the Combined Authority's assurance process and approved through the agreed delegation to the Transport Committee at its meeting on 26 May 2023. The decisions were made by the Transport Committee following a recommendation from Combined Authority Programme Appraisal Team.
- 3.4 The full agenda and papers for the meeting can be found on the [Combined Authority website here.](#)

<p>Bus Service Improvement Plan – Network Enhancement and Enhanced Bus Services West Yorkshire</p>	<p>Approval to proceed through decision point 2 (strategic outline case) and work commences on activity 3 (outline business case).</p> <p>Funding approved: £6,228,434</p> <p>Total indicative value of the scheme: £29,700,000</p> <p>Total indicative value of Combined Authority funding: £29,700,000</p>
<p>Combined Services and Assets Database (CoSA) West Yorkshire</p>	<p>Approval to proceed through decision points 2 to 4 (business justification case) and work commences on activity 5 (delivery).</p> <p>Funding approved: £565,000</p> <p>Total value of the scheme: £615,000</p> <p>Total value of Combined Authority funding: £615,000</p>
<p>Leeds City Bikes Leeds</p>	<p>Approval to proceed through decision point 4 (full business case) and work commences on activity 5 (delivery).</p> <p>Funding approved: £1,700,000</p> <p>Total value of the scheme: £2,861,369</p> <p>Total value of Combined Authority funding: £2,000,000</p>
<p>Bus Service Improvement Plan – Clear and simple fares ‘Mayor’s Fares’ West Yorkshire</p>	<p>Approval of the change request to provide an additional £11,728,590 of funding.</p> <p>Funding approved: £11,728,590</p> <p>Total indicative value of the scheme: £33,974,070</p> <p>Total indicative value of Combined Authority funding: £33,974,070.</p>
<p>Thorpe Park Rail Station Leeds</p>	<p>Approval of the change request to increase the Combined Authority’s contribution to £20,900,000, release of £7,000,000 funding to support business case development and early works and to extend the delivery timescale to July 2025.</p> <p>Funding approved: £7,000,000</p> <p>Total indicative value of the scheme: £31,642,000</p> <p>Total indicative value of Combined Authority funding: £20,900,000</p>
<p>Halifax Bus Station Calderdale</p>	<p>Approval to the change request to increase the funding by £2,800,000 to £20,500,000 and to extend the delivery timescale to October 2023.</p> <p>Funding approved: £2,800,000</p> <p>Total indicative value of the scheme: £20,500,000</p> <p>Total indicative value of Combined Authority funding: £20,500,000</p>

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	West Yorkshire Rail Accessibility Package
Stage	1 (assessment and sequencing)
Decision Point	2 (strategic outline case)

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

Background

- 4.3 This scheme will be funded from the City Region Sustainable Transport Settlement Fund (CRSTS). The £830,000,000 CRSTS Fund was awarded in the summer of 2022 and was made possible due to the devolution arrangements upon becoming a Mayoral Combined Authority in May 2021. CRSTS 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 network, so that public transport becomes an attractive and truly viable alternative to the car.
- 4.4 Of the 64 stations to benefit from this scheme, 49 currently have no basic “step-free” access between platforms, while many lack facilities such as toilets, baby changing facilities, drop-off/pick-up points, and induction loops for people with hearing impairments. Other existing facilities such as signage, and seating, do not meet current standards. The lack of these facilities excludes some people from travelling by train to access jobs, education, leisure, and health services.
- 4.5 The scheme seeks to make improvements including installing accessible toilets and baby changing facilities or upgrading existing facilities, installing induction loops, improving drop off / pick up facilities and installing new lighting, signage, furniture and help points. These improvements will benefit a broad range of existing and potential new rail users, in particular older and mobility impaired people, people with pushchairs and small children, those with learning difficulties, autism, hearing or visual impairment.
- 4.6 Northern’s programme to improve accessibility to its stations, does not have sufficient funding to cover all 64 Northern operated stations in West Yorkshire.

Northern prioritised the stations, with highest footfall, to maximise the benefits for as many people as possible with the funding available, which resulted in 44 West Yorkshire stations being prioritised for accessibility improvements.

- 4.7 The Combined Authority's contribution of £5,000,000 from the CRSTS Fund, will enable the works required in the remaining 20 stations to also be delivered, to further spread the accessibility benefits and ensure a consistent approach across all Northern operated stations in West Yorkshire
- 4.8 A summary of the scheme's business case is included in **Appendix 2**.

Tackling the Climate Emergency Implications

- 4.9 The scheme aims to contribute to tackling the climate emergency by improving access to sustainable transport, which can encourage people to travel by rail rather than private car to help reduce carbon emissions.
- 4.10 A carbon impact assessment of the scheme has been undertaken but quantification of impacts will be provided at the next stage of business case development.

Outputs and Benefits

- 4.11 The scheme outputs and benefits include:
- Text Induction loops at 61 stations.
 - Help points at 43 stations
 - Defibrillators and wayfinding at all 64 stations
 - Public Announcement System upgrades at five stations
 - New accessible toilets and / or baby changing at 54 stations
 - Accessible toilets and / or baby changing upgrades at seven stations
 - Covered drop off - pick up at 40 stations
 - Carpark resurface / relining at 53 stations
 - Footpath / drop kerb improvements at 50 stations,
 - Handrail tactiles and stair nosings, (installed on the edge of individual steps), at 54 stations
 - New station lighting at 25 stations
 - Entrance door matting and door entrances at 18 stations
 - Waiting room / platform furniture at all 64 stations
 - Furniture painting / tapping rails / window manifestations at 55 stations
 - Reconfigured / new waiting structures at 52 stations
 - Reconfigure platform cycle storage at 39 stations
 - Increased accessibility to rail transport, making it a more attractive option for journeys to employment, education, housing and key travel

destinations particularly by persons with reduced mobility, economic inequalities.

- Improve air quality, by encouraging and enabling more journeys to be made by rail, particularly by persons with reduced mobility, reducing journeys made by car, reducing road congestion and carbon emissions.
- Enable new users to travel by rail that are currently unable to do so due to difficulties in being able to physically use station facilities or negotiate from station entrances through to platforms and trains.
- Create stations that are attractive gateways to the rail network and make it easier for people to travel by train by providing an improved customer experience through better designed station facilities that meet or exceed passengers' expectations.

4.12 A value for money assessment has not been calculated but will be addressed through the next stage of business case development.

Inclusive Growth Implications

4.13 The scheme will support inclusive growth by providing a rail service that can be accessed by everyone, particularly for those with disabilities or mobility issues who may also live in economically and socially deprived communities.

4.14 Better rail accessibility will enable more people to access employment, education, and training, creating opportunities especially for disadvantaged people, which will contribute to enhancing productivity for the region. Rail stations often act as a gateway to/from a particular location and so improved accessibility can also help stimulate investment and create additional opportunities.

4.15 The scheme will particularly benefit those without access to a car, as it will provide an improved travel option to access homes, places where employment, training, leisure opportunities are available.

Equality and Diversity Implications

4.16 The scheme aims to create a safe and inclusive rail service through the introduction of accessibility enhancements to better serve people with accessibility needs.

4.17 An Equality Impact Assessment has been undertaken for the scheme. It identified no adverse impacts for those with protected characteristics. Overall, a positive impact of the project was identified, specifically for people with disabilities due to the improved accessibility introduced as part of the scheme.

4.18 It was noted that the main groups, with protected characteristics, which will experience an impact from the scheme include:

- Age - positive impact on older people due to being beneficial for those with mobility issues and potential improvements to air quality from modal shift to rail.

- Disability - this group has an increased reliance on public transport, so the improvements are likely to have positive benefits including reducing the impacts of loneliness and opening up access to employment, leisure facilities and health appointments.
- Sex/Gender – the scheme is likely to positively affect women through the inclusion of aspects to improve safety such as improved lighting and visibility.

Risks

4.19 The key scheme risks and mitigations include:

- Project delivery costs increasing as a result ongoing cost increases related to materials, manufacturing, fuel, and inflation. Should costs increase during the scheme’s lifetime, a descoping exercise would be carried out, reducing the number of improvements the scheme will deliver.
- Lack of resources and availability of people with the skills to deliver the scheme, due to pressures in the market, impacting on supply. Mitigated by Northern already commissioning work elsewhere and any lessons learnt being transferable.
- Northern currently have no consultation planned with the general public this is being mitigated by Northern ensuring the scheme is developed with experienced professionals and engagement with an expert panel including people with restricted mobility.

Costs

4.20 The total scheme costs are £20,042,450.

4.21 The Combined Authority’s contribution is £5,000,000 from the City Region Sustainable Transport Settlement (CRSTS) Fund.

4.22 The remaining funding is £15,042,450 from the Department for Transport’s Trans-Pennine Route Upgrade and Northern funding sources.

4.23 Approval is sought for development costs of £337,100 from the CRSTS Fund in order to progress the scheme to decision point 4 (full business case), taking the total scheme approval to £583,100. Subject to this approval the Combined Authority will need to enter into a funding agreement, under Section 56 of the Transport Act, with Northern, for expenditure of up to £583,100.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
2 (strategic outline case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	22/06/2023

3 (outline business case) and 4 (full business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Executive	01/03/2024
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Operating Officer	31/03/2025

Other Key Timescales

- Start on Site - June 2024
- Completion on Site - February 2025

Assurance Tolerances

Assurance tolerances
Combined Authority costs remain within 10% of those outlined in this report. Delivery (DP5) timescales remain within 6 months of those outlined in this report.

Appraisal Summary

- 4.24 The overarching strategic importance of the scheme is recognised in improving the accessibility and inclusivity of the rail system, for all, to aid connection to employment, education, and social value opportunities. This will also help facilitate a shift away from private car trips to contribute to the decarbonisation of transport. The scheme therefore aligns with several national, regional, and local policies and strategies.
- 4.25 The business case summarises the inconsistencies in accessibility of rail stations in West Yorkshire. The lack of adequate provision at some stations can exclude people from travelling by train to access jobs, education, leisure, and health services. It is recognised that through improving accessibility and inclusivity, a broad range of existing/potential rail users will benefit.
- 4.26 The key benefits from delivering the improvements are based on an assumed increase in footfall at the stations. This will be a result of enabling people with accessibility requirements to more easily access the stations and rail network to then access jobs, training, and social requirements.
- 4.27 By combining the Combined Authority's resource, in particular funding, into Northern's existing project there will be beneficial economies of scale and a single procurement process. It is also considered that works across 64 stations rather than 44 and/or 20 will be more attractive to the market.

Recommendations

- 4.28 The Combined Authority, approves that:

- (i) The West Yorkshire Rail Accessibility Package proceeds through decision point 2 (strategic outline case) and work commences on activity 4 (full business case)
- (ii) An indicative approval to the Combined Authority costs of up to £5,000,000 is given. The total scheme value is £20,042,450
- (iii) Development costs of £337,100 are approved in order to progress the scheme to decision point 4 (full business case), taking the total scheme approval to £583,100
- (iv) The Combined Authority enters into a funding agreement, under Section 56 of the Transport Act, with Northern, for expenditure of up to £583,100
- (v) Future approvals are made in accordance with the assurance pathway and approval route and tolerances outlined in this report. Where required, any future committee level approvals are delegated to the Transport Committee.

Project Title	Mobility Hubs
Stage	1 (assessment and sequencing)
Decision Point	2 (strategic outline case)

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

Background

- 4.29 This scheme will be funded from City Region Sustainable Transport Settlements (CRSTS) Fund, the Integrated Transport Block Programme, and the Bus Service Improvement Plan (BSIP).
- 4.30 The £830,000,000 CRSTS fund was awarded to the Combined Authority on 1 April 2022 and was made possible due to the devolution arrangements upon becoming a Mayoral Combined Authority in May 2021. CRSTS 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.
- 4.31 The Integrated Transport Block (ITB) Programme provides funding support to local authorities for transport capital improvement schemes worth less than £5,000,000.
- 4.32 The Bus Service Improvement Plan (BSIP) is funded from the government's National Bus Strategy which encourages passengers to use buses again following the Covid-19 pandemic. The vision is for better buses in West Yorkshire. The BSIP objectives are, bus as a key mode of travel choice, improving connectivity for communities facing deprivation, inequality, and exclusion, as well as it being a financially sustainable bus service.
- 4.33 The scheme will develop a network of Mobility Hubs across West Yorkshire, to encourage sustainable travel (particularly walking and cycling) for journeys under two miles (often the first/last mile of a public transport journey). They will be co-located with other community facilities (health centres, shopping centres, parcel lockers and co-working spaces) that will encourage users to make less journeys.

- 4.34 Mobility Hubs provide the physical infrastructure to enable co-location of complementary integrated sustainable shared transport and community functions. This will mean short trips can be made by walking and cycling. This will minimise the negative effects of private car travel such as congestion, poor air quality and access inequality.
- 4.35 Initially Phase 1 is four pilot sites in Calderdale, followed by Phase 2 where additional sites across West Yorkshire are yet to be finalised.
- 4.36 Facilities at each hub will vary but will include:
- Bus shelter and waiting facilities.
 - Better passenger information to make interchange more attractive, such as digital information
 - Improvements to digital connectivity through 5G connectivity to enable use of travel planning apps
 - More cycle facilities that will encourage first / last mile trips to be made by bike or on foot
 - Parking for e-bikes, car club and shared bikes
 - Paving / street improvements, to include improved walking and cycling access
 - Co-location of transport interchange facilities with other community facilities for example, that will encourage users to make less journeys.
- 4.37 The scheme will be delivered in two phases, with Phase 1 focussing on delivering four Mobility Hubs in Calderdale, Phase 2
- 4.38 A summary of the scheme's business case is included in **Appendix 3**.

Tackling the Climate Emergency Implications

- 4.39 The Mobility Hubs will encourage shorter journeys to be made by sustainable travel methods instead of the car, such as walking and cycling, therefore helping to reduce greenhouse gases and improve air quality. The scheme will also deliver bike and car club bays to support the sharing of journeys (so less cars on the road).

Outputs and Benefits

- 4.40 The scheme outputs and benefits are:
- Delivery of improved travel interchange facilities such as bus drop off/pick up provision, i.e., shelter and waiting facilities, better passenger information, and improved digital connectivity.
 - Cycle and e-scooter and e-bike facilities including parking.
 - Car club bays - Car club bays to be provided at or near to Mobility hub location (depending on space available).
 - Paving / street (walking and cycling access) improvements.

- Increase patronage of public transport services and levels of walking/cycling to/from Mobility Hubs.
- Increased car club network and coverage.
- Reduction in barriers for electric vehicle uptake.
- A reduction in carbon emissions and improved local air quality.

4.41 The facilities and outputs delivered at each hub will vary. Details will become clearer in the next stage of business case development.

4.42 The value for money assessment reflects a benefit cost ratio (BCR) of 1.8:1 for the Preferred Way Forward. This is categorised as Medium value for money when assessed against the Department for Transport's value for money criteria.

Inclusive Growth Implications

4.43 The scheme will support the principles of inclusive growth by locating the Mobility Hubs to areas with low public transport connectivity and/or low car ownership rates (high indices of multiple deprivation), to improve access to alternative travel modes and employment, ensuring equal access to all, reducing the number of households in transport poverty.

Equality and Diversity Implications

4.44 An Equality Impact Assessment (EqIA) has been undertaken for the scheme and equality and diversity impacts taken account of as part of the development of the scheme and the business case development. The assessment indicates there are moderate positive impacts for the following characteristics: Age, Mobility, and Sex.

Risks

4.45 The key scheme risks and mitigations are:

- Material price increases, fuel price and rising inflation impact on infrastructure and installation cost. Mitigation – Ongoing pre-market engagement with operators. Project is scalable to meet the number of hubs deliverable for available budget.
- Charge points are not maintained in working order resulting in significant numbers offline. Mitigation – Suppliers to be required to maintain infrastructure through contracts with claw-back funding if KPIs are not met.
- Removing public parking bays in popular locations reduces income of partner councils resulting in pressure to locate Mobility Hubs in less popular locations. Mitigation – Hub locations are developed in partnership with Districts and in consultation with local stakeholders and interest groups to identify any potential issues at an early stage. Sites with free parking will be prioritised for delivery.
- Access to third party land required to progress Mobility Hubs at most locations. Access to this land and the permissions required may result in

delays to the project being delivered. Mitigation – Early identification of any third-party land requirements. Ensuring permissions are in place in a timely manner.

- Access to Network Rail (NR) land at rail stations may result in the Mobility Hubs at stations being delivered by NR contractors. This may have impacts on cost, timescale for delivery and maintenance. Mitigation – Early identification of any NR land requirements/permissions. Work closely with stakeholders and NR and train operating companies to ensure timescales for delivery are acceptable and achievable to all parties.
- Lack of operators interested in providing the mobility services. Mitigation - Early engagement with potential suppliers, or procurement of Phase 1 and Phase 2 hubs together.

Costs

- 4.46 The total scheme costs are £3,312,811, comprising £726,000 from ITB to deliver phase 1, £2,336,811 from CRSTS to deliver phase 2 and £250,000 of revenue funding from the BSIP Fund to cover the overall scheme's maintenance costs.
- 4.47 The scheme has previously gained an indicative approval for £726,000 of ITB funding to deliver Phase 1, with development costs of £60,000 being approved by the Combined Authority's Chief Executive on 8 February 2022 to develop the scheme's business case.
- 4.48 The ITB funding was originally ringfenced to deliver mobility hubs in Calderdale, as a pilot, with a view to rolling out more hubs across West Yorkshire and as such Phase 1 is much more developed than Phase 2. The funding was part of the ITB programme 2019 – 2022 and therefore needs to be spent before any of the other funding streams.
- 4.49 The scheme has a further indicative allocation of £2,336,811 of CRSTS capital funding, to deliver phase 2, following the CRSTS Programme's decision point 2 approval (strategic outline case) at Combined Authority on 17 March 2022, which also included approval for development costs for schemes to develop individual strategic outline cases.
- 4.50 At the Transport Committee on 18 November 2022, the BSIP Programme received decision point 2 (strategic outline case) approval, which included an allocation of £250,000 of revenue funding to this scheme, approval for which will be sought when the scheme is ready to move into delivery.
- 4.51 Phase's 1 and 2 have been brought together and the business case developed as one scheme. The overall scheme gained decision point 1 approval (strategic assessment) on 31 January 2023, with approval for work to commence on activity 2 (strategic outline case) and was allocated £50,000 of the development costs approved as part of the CRSTS Programme, bringing the total scheme approval to £110,000.
- 4.52 Approval is now sought for £200,000 of development, from the ITB programme taking the overall scheme approval to £310,000.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
2 (strategic outline case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	22/06/2023
4 (full business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Executive	01/02/2024
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Operating Officer	30/09/2024

Other Key Timescales

- Start on site – May 2024.
- Completion on site – Sept 2024.
- Project Evaluation start – Dec 2024 onwards.

Assurance Tolerances

Assurance tolerances
<p>Combined Authority costs remain within +10% of those outlined in this report.</p> <p>Delivery (DP5) timescales remain within 6 months of those outlined in this report.</p> <p>Outputs remain within -10% of those outlined in this report.</p>

Appraisal Summary

- 4.53 There is a strong case for change, since evidence suggests that 38% of trips in West Yorkshire are less than two miles. The scheme will mean short trips can be made by walking and cycling, which will minimise the negative effects of private car travel such as congestion, poor air quality and access inequality.
- 4.54 The scheme supports the West Yorkshire Investment Priority 5: Future Transport, several other WYCA transport related strategies, and the West Yorkshire Mayors Tackle Climate Emergency pledge.
- 4.55 The scheme supports inclusive growth by locating hubs to areas with low public transport connectivity and/or low car ownership rate, ensuring equal access to alternative travel modes and employment.
- 4.56 Engagement has included a public online survey, bus operators, and private transport providers, to inform scheme development and will continue with all key stakeholders and protected characteristic groups.

- 4.57 As the business case develops, the scheme objectives need to be further developed.
- 4.58 Increases in inflation may impact the number of locations or mean lower cost options.

Recommendations

- 4.59 The Combined Authority approves that:
- (i) The Mobility Hubs scheme proceeds decision point 2 (strategic outline case) and work commences on activity 4 (full business case).
 - (ii) An indicative approval to the Combined Authority's contribution of £3,312,811. The total scheme value is £3,312,811.
 - (iii) Development costs of £200,000 are approved in order to progress the scheme to decision point 4 (full business case) taking the total scheme approval to £310,000.
 - (iv) Future approvals are made in accordance with the assurance pathway and approval route and tolerances outlined in this report. Where required, any future committee level approvals are delegated to the Transport Committee.

Project Title	Leeds City Centre Active Travel Links (North and South)
Stage	1 (assessment and sequencing)
Decision Point	2 (strategic outline case)

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

Background

- 4.60 This scheme will be funded from the City Region Sustainable Transport Settlements (CRSTS) fund.
- 4.61 The £830,000,000 CRSTS fund was awarded to the Combined Authority on 1 April 2022 and was made possible due to the devolution arrangements upon becoming a Mayoral Combined Authority in May 2021. CRSTS 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.
- 4.62 The scheme will create two east-west cycling corridors across Leeds City Centre, one on the north side and one on the south side, filling current gaps to complete a circular cycle route around the city centre. The scheme links existing and planned cycle corridors, including City Connect corridors. The new cycling infrastructure will be fully segregated from traffic, making it attractive and accessible to all cycle users.
- 4.63 The northern part of the scheme covers:
- The full length of Great George Street
 - Merrion Street between Woodhouse Lane and New Briggate and short segments on adjoining roads including Cookridge Street and Calverley Street.
- 4.64 The southern part of the scheme covers:
- Swinegate between Sovereign Street and Bridge End

- Call Lane between Bridge End and The Calls
- The Calls between Call Lane and High Court
- The full length of High Court; and short segments on adjoining roads such as Sovereign Street.

4.65 The scheme complements other recent work to reduce volumes of through traffic in the city centre and restrict private vehicular access on some sections of the city centre network to access only, supporting active travel (cycling and walking) and bus services.

4.66 The scheme will also improve bus priority through junction traffic signalling changes and will provide new pedestrian crossings.

4.67 A summary of the scheme's business case and location map is included in **Appendix 4**.

Tackling the Climate Emergency Implications

4.68 The scheme tackling climate emergency implications are:

- By increasing the provision of high-quality infrastructure and filling gaps in the cycle route network, the scheme will make active travel (cycling and walking) within the city centre more attractive.
- Providing a better and more joined-up cycling network and better facilities for pedestrians, the scheme will promote a shift to cycling and walking, which supports a reduction in traffic emissions, including greenhouse gases and improvements in local air quality.

4.69 A stage 1 qualitative carbon impact assessment has been submitted which identifies a wide range of positive benefits. A stage 2 assessment will be carried out as part of the development of the full business case.

Outputs and Benefits

4.70 The scheme outputs and benefits include:

- Increasing the number of cycle trips on routes covered by this scheme, by at least 70% by 2027
- Increase the capacity of the travel corridor so that it can carry more people – not more vehicles – in peak hours by 2025
- Increase the overall Healthy Streets Score of the pedestrian environment in scheme area by at least 20% by 2025. Healthy Streets is a framework for embedding public health in transport, public space and planning
- Reallocation of road space to support and encourage more cycling and walking in the city centre and to create more public space
- Creation of two, two-way segregated cycleways
- Junction improvements to LTN1/20 standards, the government's national standard for the design of cycling infrastructure

- Widened footways and other improvements to make streets look more attractive
- New and improved pedestrian and cycle crossings
- Physical health benefits, as more people are encouraged to walk or travel by bike
- Improved travel options for those without access to cars
- Traffic signal phase changes
- Improved perceptions of safety
- Reduction in trips by private car, supporting a reduction in traffic emissions, including greenhouse gases and improvements in local air quality.
- Increased footfall for city centre businesses

4.71 The scheme presents a benefit cost ratio of 3.03:1 representing High value for money.

Inclusive Growth Implications

4.72 The scheme inclusive growth implications include:

- Reduced inequalities between neighbourhoods in Leeds with the infrastructure particularly improving travel options for households without access to a car.
- Improved access and connectivity to jobs, education, training, and other opportunities by healthy low-cost active travel.

Equality and Diversity Implications

4.73 The scheme equality and diversity implications are:

- Improved perceptions of safety through segregated cycle corridors, wider footways and new / improved crossing facilities, removing barriers which affect cycling and walking
- Improved access and connectivity to jobs, education, training, and other opportunities by healthy low-cost travel

4.74 A stage 1 Equality Impact Assessment (EqIA) has been undertaken for the scheme and equality and diversity impacts taken account of as part of the development of the scheme and the business case development. A stage 2 EqIA will be produced in the full business case development.

Risks

4.75 The scheme risks include:

- Project cost escalation leading to up-front financing and funding issues, mitigated by design and cost reviews at key stages during business case development.

- Designs are produced without knowledge of existing utility locations leading to late design changes, mitigated by bringing forward utility searches into the design programme.
- Inflationary pressures on infrastructure and installation costs. Mitigated by ongoing pre-market monitoring with construction delivery partners.

Costs

- 4.76 The total scheme costs are £3,815,488.
- 4.77 The Combined Authority's contribution is £3,304,000 from the CRSTS Fund.
- 4.78 The remaining funding is £511,488 from Section 106 Developer Contributions. Only £126,664 of this total is currently held by the council, and some has been invoiced but is yet to be received. The remainder will be invoiced when the developments involved reach particular milestones. As there is no guarantee that the whole S106 funding will be received and no alternative funding source has been identified, a full funding strategy will be included as part of the full business case.
- 4.79 At decision point 1 (strategic assessment) £100,000 of development costs were approved to develop the strategic outline case.
- 4.80 Approval is now sought for a further £400,000 of development costs to develop the full business case.
- 4.81 The Combined Authority will need to enter into a revised funding agreement with Leeds City Council for expenditure of up to £500,000 from the CRSTS fund.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
2 (strategic outline case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	22/06/2023
4 (full business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Executive	31/10/2023
Approval to Proceed	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Operating Officer	24/11/2023

Other Key Timescales

- January 2024 - Start on site

- April 2025 - Completion on site

Assurance Tolerances

Assurance tolerances
Combined Authority costs remain within +10% of those outlined in this report.
Delivery (DP5) timescales remain within 6 months of those outlined in this report.
Outputs remain within -10% of those outlined in this report

Appraisal Summary

- 4.82 The scheme is part of the Combined Authority’s CRSTS programme and supports policy at local, regional, and national levels as well as several of the West Yorkshire mayoral priorities.
- 4.83 Alignment with Climate Emergency priorities is achieved by promoting the uptake of cycling and walking and encouraging the shift away from motorised transport.
- 4.84 Inclusive growth priorities are addressed by giving greater access to jobs, training, education and leisure and retail opportunities for those who do not have access to a motor vehicle. The scheme will also help to remove barriers to active travel which prevent some protected characteristic groups from taking part.
- 4.85 The value for money assessment reflects a benefit cost ratio (BCR) of 3.03:1. This is categorised as High value for money against central government criteria.
- 4.86 Leeds City Council has considered the maintenance costs for the new infrastructure and has confirmed it will absorb the costs into its highway maintenance budget.
- 4.87 The financial case contains some uncertainty and there is currently a funding gap. A full funding strategy will be provided as part of the full business case.

Recommendations

- 4.88 The Combined Authority approves that:
- (i) The Leeds City Centre Active Travel Links (North and South) scheme proceeds through decision point 2 (strategic outline case) and work commences on activity 4 (full business case).
 - (ii) An indicative approval to the Combined Authority’s contribution of £3,304,000. The total scheme value is £3,815,488.
 - (iii) Development costs of £400,000 are approved in order to progress the scheme to decision point 4 taking the total scheme approval to £500,000.
 - (iv) The Combined Authority enters into an addendum to the existing funding agreement with Leeds City Council for expenditure of up to £500,000.

- (v) Future approvals are made in accordance with the assurance pathway and approval route and tolerances outlined in this report. Where required, any future committee level approvals are delegated to the Transport Committee.

Project Title	Levelling Up - Bus Enhancement Package
Stage	1 (assessment and sequencing)
Decision Point	2 (strategic outline case)

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

Background

- 4.89 The £4.8 billion Levelling Up Fund (LUF) contributes to the levelling up agenda by investing in infrastructure that improves everyday life across the UK, including regenerating town centre and high streets, upgrading local transport, and investing in cultural and heritage assets. The Fund is jointly managed by the Department for Transport (DfT) and the Department of Levelling Up, Housing, and Communities (DLUHC).
- 4.90 In January 2023, government confirmed that the Combined Authority's bid for £41,248,832 from the Levelling Up Fund Round 2 (LUF2) was provisionally successful, subject to further business case approval. Work will now begin on further development of the business cases for the following individual schemes within the package:

A639 Park Road, Pontefract

- The scheme will deliver bus priority through technology at traffic signal junctions and through increasing the highway capacity to remove bus pinch points along the corridor. It will also improve the walking and cycling environment, improve pedestrian and cycling provision at the retail park / racecourse roundabout to improve cycling and walking access across the A639, and improve the existing Pontefract Park cycle route that connects Pontefract Town Centre and junction 32 retail park.

A629 North, Halifax (Orange Street roundabout to Ogden)

- The scheme will deliver traffic light priority for buses at key junctions, pedestrian improvements at Orange Street roundabout including to underpass lighting and CCTV, junction improvements at Wrigley Hill to improve safety and reduce congestion,
- This scheme will also deliver improved pedestrian footways and new crossing facilities at locations on Ovenden Road and Keighley Road and

traffic calming on parts of Old Lane to provide a better environment for cycling and walking.

Bus Station, Stops, and Highway Investment Programme (BSSHIP), across West Yorkshire

- BSSHIP will deliver safety and accessibility improvements for passengers from the beginning to the end of their journeys.
- This will include a combination of interventions to upgrade up to 14 bus stations at Bradford; Leeds; Ossett; Batley; Cleckheaton; Brighouse; Pudsey; Keighley; Todmorden; South Elmsall; Hemsworth; Castleford; Pontefract; and Ilkley to bring them up to and beyond current accessibility standards.
- Improvements are expected to include delivery of brush (safety) barriers, help points, tactile signage which can be read by touch, and pedestrian crossings, changing rooms and quiet places to meet the needs of the wider community.
- Essential maintenance works will also be included, to ensure facilities remain useable and provide suitable customer experience, including roof repairs, carriageway resurfacing, additional CCTV coverage and seating, automatic doors, and drainage works.
- BSSHIP will also deliver new and replacement bus shelters and Real Time Information screens (RTI) at bus stops on the Core Bus Network and other routes that serve communities experiencing poor access across the region - in total at over 500 bus stop locations.
- The BSSHIP programme will also address delays, as identified by bus operators, at up to 15 bus “hotspot” sites on the key routes across Bradford, Wakefield, and Leeds, to improve bus journey times and bus service punctuality and reliability. These bus “hotspot” sites are key points of delay to bus services and causes of unreliability, identified by bus operators. Hotspot schemes to address issues at these sites are subject to further development and consultation.
- Improvement schemes to deliver bus priority and address delay to buses in Calderdale and Kirklees are being delivered through the City Region Sustainable Transport Settlement (CRSTS) programme, alongside potential bus hotspots.

4.91 The package’s new and improved walking, cycling, and bus infrastructure will remove barriers to sustainable travel in West Yorkshire, improving connectivity and accessibility to opportunities in terms of jobs and training for residents, particularly in areas of low income and for communities with limited or no access to a car. This will help reduce road congestion levels and improve local air quality, helping to deliver the West Yorkshire Mayor’s Tackle Climate Emergency pledge, Investment Priority 5: ‘Future Transport’ of the West Yorkshire Investment Strategy 2021-2024, and principles of Inclusive Growth as set out in the Strategic Economic Framework (SEF).

- 4.92 The package cost is £47,628,832. of which £41,248,832 has been awarded from LUF2, with a £6,380,000 local match contribution from the Combined Authority.
- 4.93 Given the size of the Combined Authority's LUF2 funding award, as a large transport project, a further programme business case will be developed and submitted to government as schemes are developed in more detail.
- 4.94 Government encouraged a local contribution of 10% or higher of the bid costs and local match funding contributions were taken into account during assessment of the bids. The Combined Authority's local contribution is proposed as £4,000,000 from the Gainshare Capital Fund and £2,380,000 from the West Yorkshire plus Transport Fund (WY+TF).
- 4.95 In June 2022, the Combined Authority approved the use up to £4,000,000 of gainshare to support the bid.
- 4.96 The Combined Authority will largely lead the procurement and management of works to deliver the BSSHIP programme. Wakefield and Calderdale Council will lead on procuring a contractor to deliver works for the A629 and A639 schemes respectively.
- 4.97 A summary of the scheme's business case is included in **Appendix 5**.
- 4.98 Approval is also sought through this report for £1,500,000 to support the ongoing delivery of Thirsk Row bus hotspot construction works which is already at activity 5 (Delivery). This approval will replace the existing allocation from the City Region Sustainable Transport Settlement (CRSTS) programme.

Tackling the Climate Emergency Implications

- 4.99 The package has carried out a Stage 1 qualitative Carbon Impact Assessment. The assessment indicates that the programme will support modal shift to sustainable travel (bus, walking, cycling) as well as priorities of zero carbon energy through the installation of solar panels and battery storage infrastructure at bus stations. Through encouraging modal shift from the car, the programme should have a positive impact to local air quality at the various locations as localised congestion levels reduce.
- 4.100 The Stage 2 quantitative carbon impact assessment will be carried out through the respective individual scheme business cases at which point a better understanding will be had on whole life carbon impacts (construction and operational).

Outputs and Benefits

- 4.101 The package's expected outputs and benefits are:
- Increased up-take of people walking
 - Increase in cycling levels
 - Increased uptake of people using buses
 - Reduction in road traffic accidents

- Reduced time to nearest urban centre
- Reduced noise in sensitive areas
- Improved accessibility
- Improved perceptions of safety on public transport
- Improved journey time
- Environmental benefits including improved air quality

4.102 Individual scheme outputs and benefits are expected to include:

A639 Park Road, Pontefract

- Improved pedestrian and cycling facilities at Pontefract Racecourse roundabout
- Improved pedestrian and cycling crossing facilities at Park Lane / Park Road junction
- Improved operation of bus priority technology at Park Lane / Park Road junction
- Widening the A639 to four lanes plus a 3- metre segregated two-way cycle track between Park Lane and Princes Drive
- Widened 3-metre shared use pedestrian and cycling route through Pontefract Park linking Pontefract and Glasshoughton
- Creation of off-road shared space on the A639 rail overbridge south of Park Lane
- New cycle parking facilities at Pontefract Racecourse

A629 North, Halifax (Orange Street roundabout to Ogden)

- New high quality cycle route (2 kilometres)
- New pedestrian and cycle crossings
- Improved and widened footways
- Aesthetic improvements including street lighting and landscaping
- Traffic calming/speed reduction measures

BSSHIP, across West Yorkshire

- Bus hotspot improvements
- Bus station improvements
- Bus stop improvements
- SMART (measurable) targets for each forecast benefit will be developed through individual scheme business cases.

4.103 An indicative value for money assessment for the package reflects a Benefit Cost Ratio (BCR) of 1.76:1, classing the programme as Medium value for money when assessed against the DfT's value for money criteria. The value

for money assessment for the respective projects will be refined through the individual project business cases.

Inclusive Growth Implications

- 4.104 The package aims to support inclusive growth by connecting a greater number of people to jobs and training by reducing barriers to sustainable and more affordable travel choices (bus, walking, cycling) when compared to the car through bus, cycling, and walking infrastructure and access improvements.
- 4.105 Further detail on support to inclusive growth at a project level will be presented through the respective project business cases.

Equality and Diversity Implications

- 4.106 The package has carried out a Stage 1 qualitative Equality Impact Assessment (EQIA). The assessment indicates that the respective schemes are expected to make travel by bus, walking, and cycling safer and easier for all users, including the protected groups as defined by the Equality Act 2010.
- 4.107 The Stage 1 EQIA assessment will be revisited through each project business case in addition to carrying out a Stage 2 quantitative EQIA assessment as designs are developed and more detail is understood.

Risks

- 4.108 The package risks include:
- That inflation continues to fluctuate, impacting costs and affordability of the projects. This has been mitigated by project cost estimates pricing in latest industry forecasts such as from the Bank of England, with a programme level inflation risk allowance also included. Further mitigation will be explored through the procurement of contracts and agreement to prices.
 - That statutory processes or acquiring third party land for the two corridor schemes (A639 and A629) face objection or take longer than anticipated, impacting costs and deliverability. This has been mitigated by holding early engagement with appropriate officers and decision makers, and with landowners. Property and Legal consultants will also be appointed.
 - That the impact of Covid is still felt on supply chains, delaying the sourcing of labour and materials, impacting costs and delivery timescales. This will be mitigated by the continued development of mitigation plans and working practices in collaboration with suppliers.
- 4.109 Project specific risk registers and mitigations will be developed through the respective project business cases.

Costs

- 4.110 The package cost is £47,628,832. of which £41,248,832 has been awarded from LUF2, with a £6,380,000 local contribution from the Combined Authority

comprising £4,000,000 from the Gainshare Capital Fund and £2,380,000 from the West Yorkshire plus Transport Fund (WY+TF).

4.111 The estimated costs for individual elements of the package are:

- **A639 Park Road** – £11,099,000
- **A629 North Halifax** – £7,930,000
- **BSSHIP** - £17,661,133. A provisional allocation has been made to each scheme as follows:
 - £6,496,320 for the bus stop and shelter improvement works.
 - £6,063,270 for the bus station works.
 - £3,586,510 for the bus highway hotspots works.
 - £1,440,000 for the bus accessibility works.

4.112 Government has advised the Combined Authority that it is willing to provide up to 10% of the total LUF2 funding allocation as development funding. Grant letters will, however, only be issued ahead of each funding allocation. The letter will advise on the value of the next payment to be issued with relevant conditions, and funding will be paid in arrears.

4.113 Approval is now sought for programme development costs of up to £3,950,000 to progress a Levelling Up - Bus Enhancement Package programme business case to government and continue the development of individual scheme business cases as follows:

- **A639 Park Road** - Approval to development costs of £400,000 are sought for the scheme to continue development of the outline business case. This takes the total scheme approval to £970,000 including the existing development funding approval of £570,000. Subject to approval, the Combined Authority will enter into a variation to the existing funding agreement with Wakefield Council for expenditure up to £970,000.
- **A629 North Halifax (Orange Street roundabout to Ogden)** - Approval to development costs of £300,000 are sought to continue development of the full business case. This takes the total scheme approval to £2,110,000 including the existing development funding approval of £1,810,000. Subject to approval, the Combined Authority will enter into a variation to the existing funding agreement with Calderdale Council for expenditure up to £2,110,000.
- **BSSHIP**-The development costs for BSSHIP schemes will be considered as part of individual scheme business cases.

4.114 Approval is also sought through this report for £1,500,000 to support the ongoing delivery of Thirsk Row bus hotspot construction works which is already at activity 5 (Delivery). This approval will replace the existing allocation from the City Region Sustainable Transport Settlement (CRSTS) programme.

Assurance Pathway and Approval Route

Levelling Up - Bus Enhancement Package

Assurance pathway	Approval route	Forecast approval date
2 (strategic outline case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	22/06/2023

A639 Park Road, Pontefract

Assurance pathway	Approval route	Forecast approval date
3 (outline business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Transport Committee	To be determined

4.115 Future approval pathway and route, beyond outline business case, will be determined at the next stage.

A629 North, Halifax (Orange Street roundabout to Ogden)

Assurance pathway	Approval route	Forecast approval date
4 (full business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Transport Committee	To be determined

4.116 Future approval pathway and route, beyond full business case, will be determined at the next stage.

Bus Station, Stops, and Highway Investment Programme (BSSHIP),

4.117 The approval pathway and routes for the BSSHIP projects will be determined following strategic assessment (decision point 1).

Other Key Timescales

- Practical completion expected no later than March 2026
- Further detail on the delivery programmes and key milestones will be provided through the individual scheme business cases.

Assurance Tolerances

Levelling Up - Bus Enhancement Package

Assurance tolerances
Combined Authority costs remain within 5% of those outlined in this report. Programme delivery (DP5) timescales remain within 6 months of those outlined in this report.

A639 Park Road, Pontefract

4.118 Current assurance tolerances will be reviewed at the outline business case stage.

A629 North, Halifax (Orange Street roundabout to Ogden)

4.119 Current assurance tolerances will be reviewed at the full business case stage.

Bus Station, Stops, and Highway Investment Programme (BSSHIP), across West Yorkshire

4.120 Assurance tolerances for BSSHIP will be determined as individual scheme business cases progress through the assurance process.

Appraisal Summary

4.121 The Combined Authority's Levelling Up Round 2 bid was well received by the government, and deemed provisionally successful, subject to further business case approval.

4.122 The package strategic outline case sets out details of the bid, including the strategic objectives and the options appraisal carried out to determine the final Levelling Up - Bus Enhancement Package.

4.123 The cost and funding details have been provided, however, it is accepted that more robust costs will be presented through the individual scheme business cases as designs develop and more detail is understood.

4.124 Similarly, whilst a reasonable level of detail has been provided in the package strategic outline case, further detail on other areas will be expected through the individual scheme business cases too. This will include more detail on assessing carbon impacts, equality impacts, procurement, evaluation, delivery timescales, and on determining the value for money.

4.125 It is also highlighted that to deliver the A639 Park Road and A629 North Halifax schemes, planning approval, consents, and third-party land will need securing. A detailed update will be expected in the respective outline business case and full business case.

Recommendations

4.126 The Combined Authority approves that:

- (i) The Levelling Up - Bus Enhancement Package proceeds through decision point 2 (strategic outline case) and work commences on development of a programme business case to government and individual scheme business cases.
- (ii) An indicative approval to the Combined Authority's contribution of £47,628,832 is given. The total programme cost is £47,628,832.
- (iii) Approval of the delivery costs of £1,500,000 for the Thirsk Row bus hotspot scheme is given, and work continues on activity 5 (delivery). This will replace the existing £1,500,000 CRSTS approval.
- (iv) Development costs of up to £3,950,000 are approved in order to progress the programme business case to government and to support the development of individual scheme business cases up to activity 4 (full business case).
- (v) The Combined Authority enters into an addendum to an existing funding agreement with Wakefield Council for the A639 Park Road scheme for expenditure of up to £970,000.
- (vi) The Combined Authority enters into an addendum to an existing funding agreement with Calderdale Council for the A629 North Halifax scheme for expenditure of up to £2,110,000.
- (vii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report, subject to remaining within the tolerances outlined.

Projects in Stage 2: Scheme development

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

Projects in Stage 3: Delivery and Evaluation

4.128 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)

West Yorkshire Rail Accessibility Package

12.1 The Combined Authority, approves that:

- (i) The West Yorkshire Rail Accessibility Package proceeds through decision point 2 (strategic outline case) and work commences on activity 4 (full business case)

- (ii) An indicative approval to the Combined Authority costs of up to £5,000,000 is given. The total scheme value is £20,042,450
- (iii) Development costs of £337,100 are approved in order to progress the scheme to decision point 4 (full business case), taking the total scheme approval to £583,100
- (iv) The Combined Authority enters into a funding agreement, under Section 56 of the Transport Act, with Northern, for expenditure of up to £583,100
- (v) Future approvals are made in accordance with the assurance pathway and approval route and tolerances outlined in this report. Where required, any future committee level approvals are delegated to the Transport Committee.

Mobility Hubs

12.2 The Combined Authority approves that:

- (i) The Mobility Hubs scheme proceeds decision point 2 (strategic outline case) and work commences on activity 4 (full business case).
- (ii) An indicative approval to the Combined Authority's contribution of £3,312,811. The total scheme value is £3,312,811.
- (iii) Development costs of £200,000 are approved in order to progress the scheme to decision point 4 (full business case) taking the total scheme approval to £310,000.
- (iv) Future approvals are made in accordance with the assurance pathway and approval route and tolerances outlined in this report. Where required, any future committee level approvals are delegated to the Transport Committee.

Leeds City Centre Active Travel Links (North and South)

12.3 The Combined Authority approves that:

- (i) The Leeds City Centre Active Travel Links (North and South) scheme proceeds through decision point 2 (strategic outline case) and work commences on activity 4 (full business case).
- (ii) An indicative approval to the Combined Authority's contribution of £3,304,000. The total scheme value is £3,815,488.
- (iii) Development costs of £400,000 are approved in order to progress the scheme to decision point 4 taking the total scheme approval to £500,000.
- (iv) The Combined Authority enters into an addendum to the existing funding agreement with Leeds City Council for expenditure of up to £500,000.
- (v) Future approvals are made in accordance with the assurance pathway and approval route and tolerances outlined in this report. Where required,

any future committee level approvals are delegated to the Transport Committee.

Levelling Up - Bus Enhancement Package

12.4 The Combined Authority approves that:

- (i) The Levelling Up - Bus Enhancement Package proceeds through decision point 2 (strategic outline case) and work commences on development of a programme business case to government and individual scheme business cases.
- (ii) An indicative approval to the Combined Authority's contribution of £47,628,832 is given. The total programme cost is £47,628,832.
- (iii) Approval of the delivery costs of £1,500,000 for the Thirsk Row bus hotspot scheme is given, and work continues on activity 5 (delivery). This will replace the existing £1,500,000 CRSTS approval.
- (iv) Development costs of up to £3,950,000 are approved in order to progress the programme business case to government and to support the development of individual scheme business cases up to activity 4 (full business case).
- (v) The Combined Authority enters into an addendum to an existing funding agreement with Wakefield Council for the A639 Park Road scheme for expenditure of up to £970,000.
- (vi) The Combined Authority enters into an addendum to an existing funding agreement with Calderdale Council for the A629 North Halifax scheme for expenditure of up to £2,110,000.
- (vii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report, subject to remaining within the tolerances outlined.

13 Background Documents

13.1 None as part of this report.

14 Appendices

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

Appendix 2 - West Yorkshire Rail Accessibility Package - Business Case Summary

Appendix 3 - Mobility Hubs – Business Case Summary

Appendix 4 - Leeds City Centre Active Travel Links (North and South) – Business Case Summary

Appendix 5 - Levelling Up - Bus Enhancement Package - Business Case Summary



Project Approvals

Appendix 1 - Assurance Framework

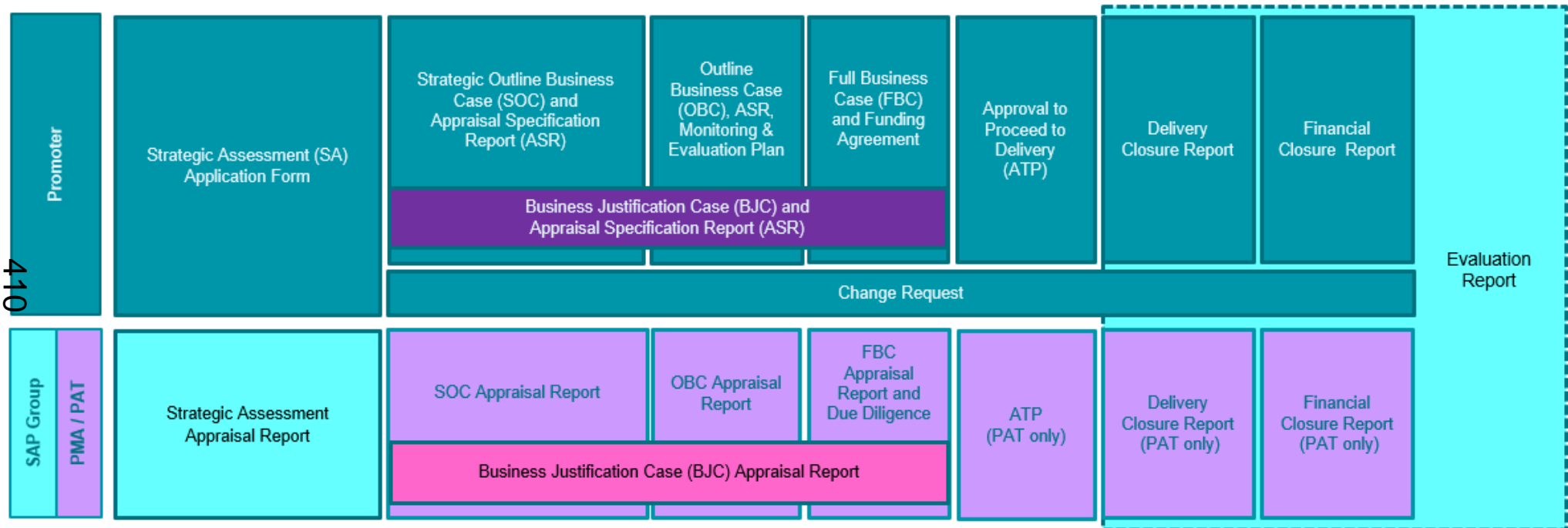
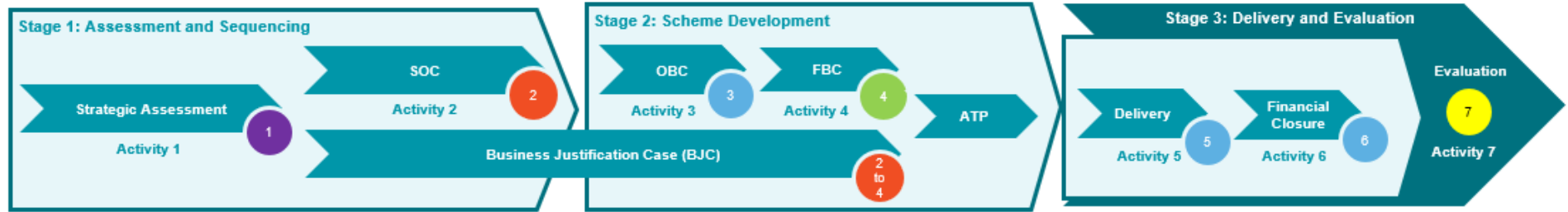
1. Assurance Framework

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

Assurance Process

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

Assurance Process



- KEY:**
- Key Decision Point (CA Approval Required)
 - Key Decision Point (Thematic Committee/CA Approval may be required)
 - Decision Point (Thematic Committee/CA Approval may be required)
 - Decision Point
 - Reporting Point

Stage 1: Assessment and Sequencing

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

Stage 2: Scheme Development

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

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

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

Stage 3: Delivery and Evaluation

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

2. Future Assurance and Approval Route

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

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

3. Tolerances

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

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Project Overview

Project Title	West Yorkshire Rail Accessibility Package
Main Funding Programme	City Region Sustainable Transport Settlement (CRSTS) Fund
Current Forecast Project cost	£20,042,450
Funding Applied for from the Combined Authority now	£337,100
Other public sector funding amounts and sources	£14,395,740 from Northern £646,710 from Transpennine Route Upgrade (TRU)
Private sector funding amounts and sources	£0.00

Scheme Description

The scheme will provide small-scale accessibility improvements which will benefit a broad range of existing and potential new rail users, in particular older and mobility impaired people, people with pushchairs and small children, those with learning difficulties, autism, hearing or visual impairment.

Improvements include installing or upgrading accessible toilets and baby changing facilities, installing induction loops, improving drop off/pick up facilities and installing new lighting, signage, furniture and help points.

The scheme is to be delivered through the City Region Sustainable Transport Settlement (CRSTS) Fund.

Business Case Summary

Strategic Case

The scheme is aligned with mayoral priorities around tackling climate emergency and supports inclusive growth and equality, diversity, and inclusion priorities. The scheme will improve access to rail travel for everyone in West Yorkshire, which is a key policy to help reduce transport-related carbon emissions – as well as improving access to jobs, education, housing, and leisure activities.

Of the 64 stations to benefit from this scheme, 49 currently have no basic “step-free” access between platforms, while many lack facilities such as toilets, baby changing, drop-off/pick-up points, and induction loops for people with hearing impairments.

Other existing facilities, such as signage and seating, do not meet current standards. The lack of these facilities excludes some people from travelling by train to access jobs, education, leisure, and health services.

The scheme seeks to make improvements which will benefit a broad range of existing and potential new rail users and encourage more people to travel by train.

Economic Case

The economic case provides a summary of how the proposals for the stations were identified, based on the outcomes of station audits and the input of a stakeholder group that included people with relevant work experience in delivering station accessibility improvement schemes and representation of people with disability and mobility issues.

The improvements delivered through the scheme are expected to increase rail patronage, customer satisfaction and revenue. The changes will also improve accessibility to housing, employment,

health, and education opportunities, particularly for those with disabilities and mobility issues. The scheme is expected to encourage more people to travel by rail, instead of private car, which would contribute to reducing carbon emissions and improving air quality.

Commercial Case

The commercial case summarises that a traditional procurement process would be undertaken and led by Northern, following Northern's policies and procedures. Social value is expected to be considered as part of the tender stage looking beyond the financial cost of a contract at how services procured might improve the economic, social, and environmental well-being of an area.

Financial Case

The total scheme cost is estimated at £20,042,450 comprising:

- Northern - £14,395,740
- Department for Transport – Transpennine Route Upgrade - £646,710
- Combined Authority - £5,000,000 from the CRSTS Fund

Northern will deliver improvements at 44 West Yorkshire stations across three financial years (2023/24, 2024/25 and 2025/26) using its funding and the Department for Transport's contribution.

The £5,000,000 of Combined Authority CRST funding will cover the cost of the work at an additional 20 stations, to ensure a consistent approach to accessibility and inclusivity at all rail stations in West Yorkshire.

Management Case

Northern will lead the delivery of the scheme and has experience of developing and managing similar schemes elsewhere, with a similar project currently underway in South Yorkshire. This experience should enable continuous sharing of lessons learnt, best practice and potential improvements across all of the schemes and stations.

Northern will manage the projects risks and risk register with monthly risk review workshops being undertaken between Northern, the Combined Authority and any consultants / contractors working on the project.

Project Overview

Project Title	Mobility Hubs
Main Funding Programme	City Regional Sustainable Transport Settlement (CRSTS)
Current Forecast Project cost	£3,312,811
Funding Applied for from the Combined Authority now	£200,000
Other public sector funding amounts and sources	A funding bid for Network Rail Transpennine Route Upgrade first / last mile funding for stations in Kirklees was submitted in March 2023 (outcome awaited). As part of scheme development there is potential to identify third parties capital match funding.
Private sector funding amounts and sources	£0.00

Business Case Summary

Scheme Description

The scheme will develop a network of mobility hubs across West Yorkshire, to encourage sustainable travel, particularly walking and cycling, for journeys under two miles. They will be located near other community facilities that will encourage users to make less journeys.

Facilities at each hub will vary, but will include bus shelter and waiting facilities, better passenger information, improvements to digital connectivity through 5G and more cycle facilities to encourage first / last mile trips to be made by bike or on foot. Parking for e-bikes, a car club and shared bikes and street improvements will also be included.

Phase 1 of the scheme will see hubs at four pilot sites in Calderdale. Additional sites across West Yorkshire, will follow as part of will be follow in Phase 2.

The scheme will be funded from City Region Sustainable Transport Settlements (CRSTS) Fund, the Integrated Transport Block Programme, and the Bus Service Improvement Plan (BSIP).

Strategic Case

Evidence suggests that 38% of trips in West Yorkshire are less than two miles in distance.

Mobility hubs will provide the infrastructure to enable integrated sustainable shared transport, such as e-bikes and e-scooters, to be located alongside health, work, and leisure facilities. Short trips can then be made by bike or on foot, reducing private car use which would lower congestion and improve air quality.

The scheme supports the West Yorkshire Investment Priority 5: Future Transport, as well as the West Yorkshire Mayors Tackle Climate Emergency pledge. The scheme also supports principles of inclusive growth by locating hubs to areas with low public transport connectivity and/or low car ownership rate, ensuring equal access to alternative travel modes and employment.

Economic Case

The scheme options have been assessed against objectives and critical success factors developed as part of the Mobility Hubs programme.

The value for money assessment for Phase 1 which is four sites in Calderdale, indicates a Benefit Cost Ratio (BCR) of 1.8:1, judging the scheme as Medium value for money when assessed against the Department for Transport's (DfT) value for money criteria.

Commercial Case

Options to procure the delivery of the scheme have been considered such as separate tenders for design and build, a single design and build contract, and a design, build, and operate contract. This will be developed further at the next stage of business case development.

The service and maintenance will be a separate contract. The programme forecasts contract award(s) in February 2024.

Financial Case

The total scheme costs are £3,312,811, comprising £726,000 from ITB to deliver phase 1, £2,336,811 from CRSTS to deliver phase 2 and £250,000 of revenue funding from the Bus Service Improvement Plan (BSIP) Fund to support maintenance and cleaning of seating, signage, and public space, and bus related infrastructure for example new stops and passenger information.

Management Case

The Combined Authority has overall responsibility for the scheme delivery, supported by the five West Yorkshire partner councils.

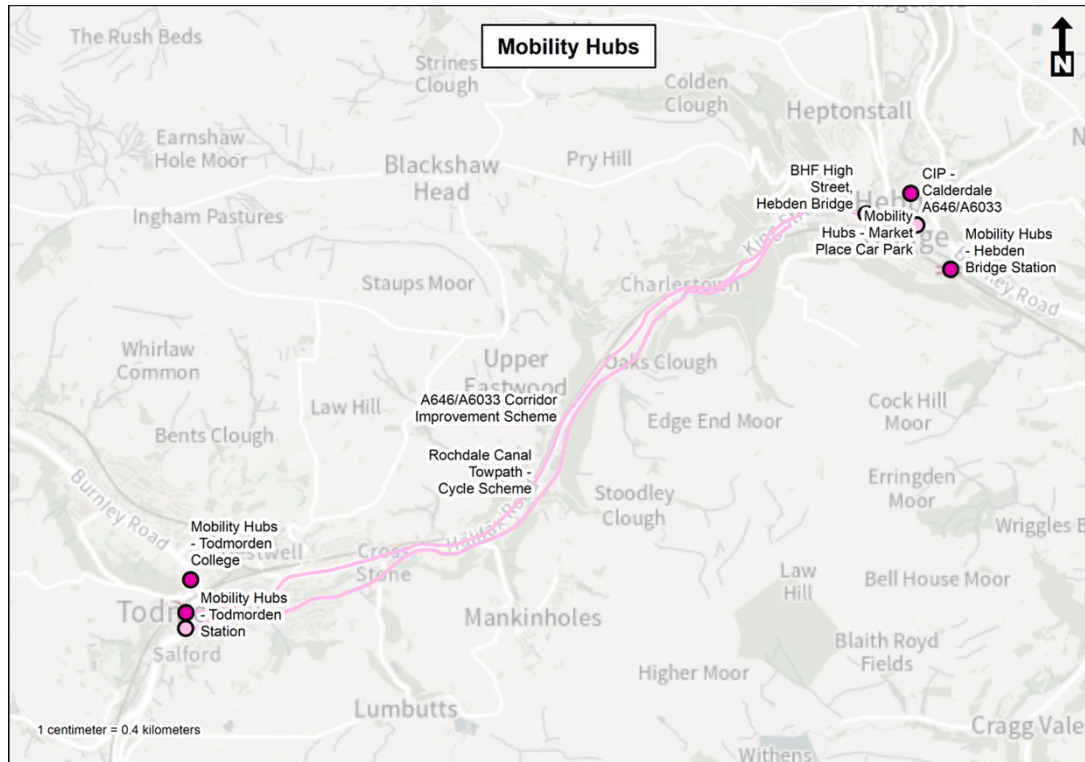
The management of agreements will sit with each partner council and local partners and businesses will be lead on the maintenance of mobility hubs.

The scheme has established a Programme Board and Steering Group and engagement has been carried out, including a public online survey, with bus operators, and with private transport providers.

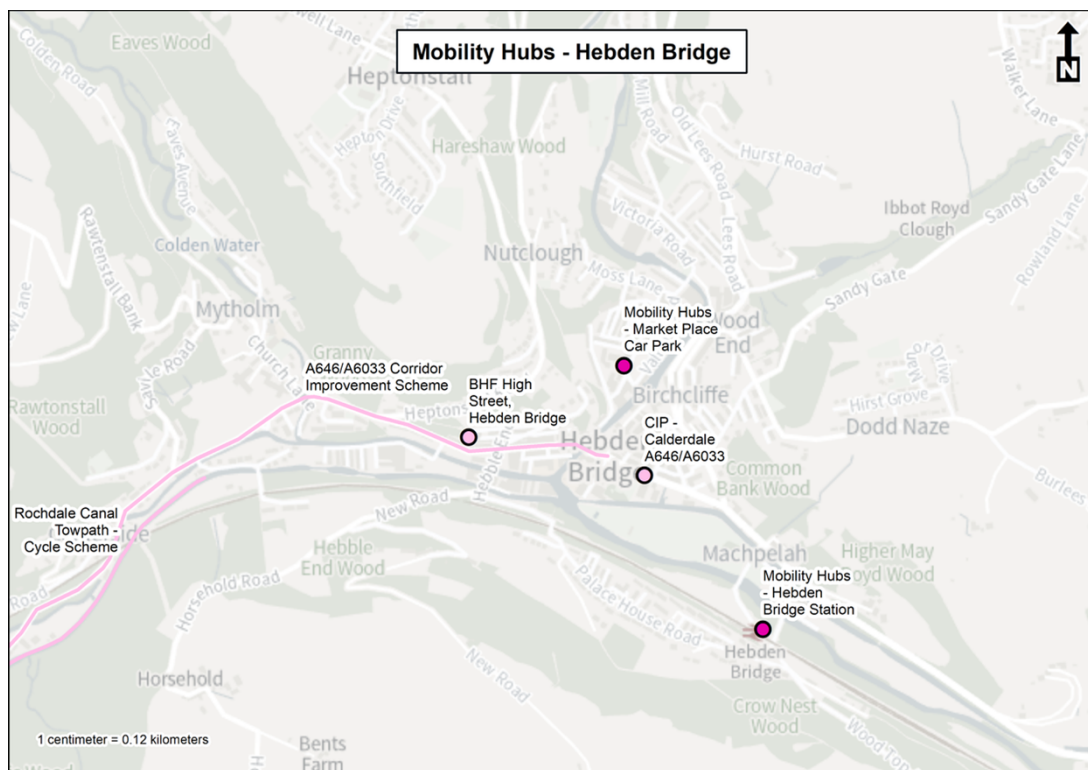
Location Map

The following maps show the locations of the Mobility Hubs in Phase 1 of the scheme:

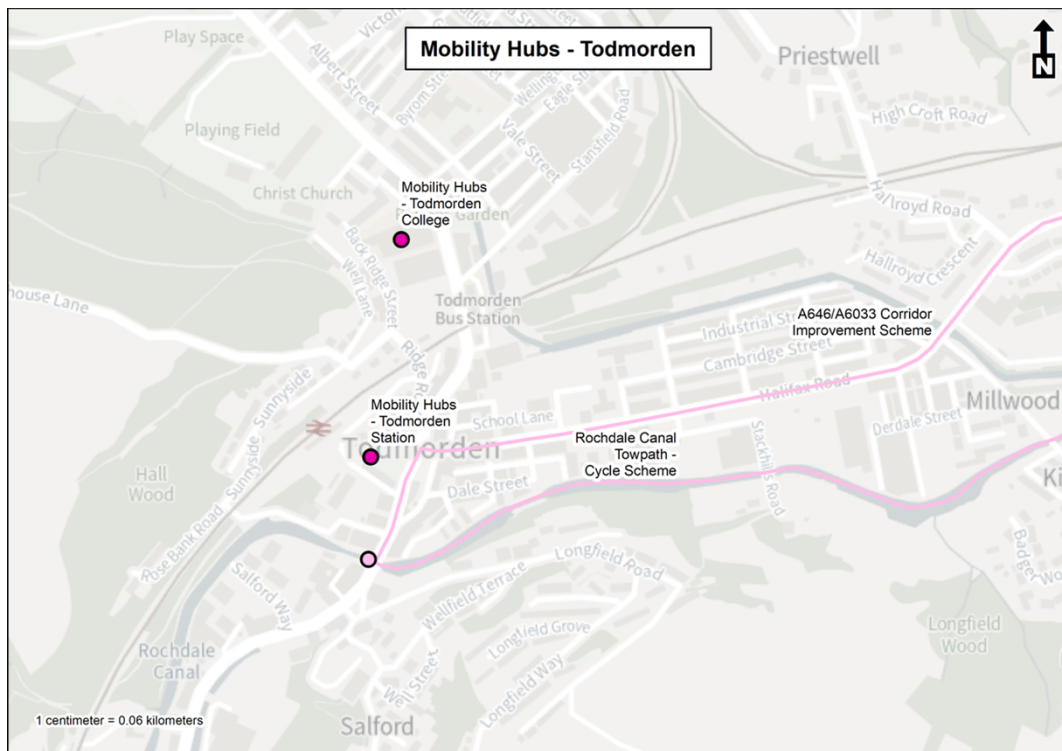
Phase 1 locations – Hebden Bridge and Todmorden



Hebden Bridge



Todmorden



Please note, depending on the level of scheme development, the location and scope of the schemes indicated here are indicative only. For further information on Combined Authority schemes across the Leeds City Region, please refer to: [Leeds City Region Infrastructure Map - West Yorkshire Combined Authority \(westyorks-ca.gov.uk\)](https://www.leeds.gov.uk/infrastructure)

Project Overview

Project Title	Leeds City Centre Active Travel Links (North and South)
Main Funding Programme	City Regional Sustainable Transport Settlement (CRSTS)
Current Forecast Project cost	£3,815,488
Funding Applied for from the Combined Authority now	£400,000
Other public sector funding amounts and sources	N/A
Private sector funding amounts and sources	Developer funding (£106 contributions from city centre development) - £511,488

Scheme Description

The scheme will create two east-to-west cycling corridors on the north and south sides of Leeds City Centre. The scheme will help complete a circular cycle route around the city centre.

The scheme links existing and planned cycle corridors. The new infrastructure will be fully segregated from traffic, making it attractive and accessible to all cycle users. The scheme will also improve bus priority through traffic signalling changes, as well as providing new pedestrian crossings.

The work complements recent schemes to reduce volumes of through traffic in the city centre and restrict private vehicular access on some sections of the city centre road network to access only. This helps support active modes and bus services.

The scheme is to be delivered through the City Regional Sustainable Transport Settlement (CRSTS) fund.

Business Case Summary

Strategic Case

The Connecting Leeds Transport Strategy sets out a vision for Leeds to be a “city where you don’t need a car” and a target to increase cycling by 400%.

Currently, cycling is not a viable alternative for most Leeds residents and visitors because the cycle network is incomplete, with significant gaps in protected cycling infrastructure across the city and especially in the city centre.

This scheme delivers two key east-west cycling corridors across the city centre, which help to complete a circular loop around the city centre and links existing and planned cycle corridors, while also improving bus priority, through measures such as junction traffic signalling changes.

The scheme supports and feeds into the City Region Sustainable Transport Settlements (CRSTS) programme for mayoral combined authorities to support growth and productivity, decarbonisation and levelling up while building long-term fiscal sustainability. The scheme supports the West Yorkshire Investment Strategy, Connecting Leeds Transport Strategy and Vision Zero. It does so by putting cycling and walking infrastructure first, bringing local economic vitality and aiming for zero deaths and injuries on the road by 2040.

In the long term, the scheme will contribute towards the region's climate change objectives, improved road safety, increased activity levels of residents, improved quality of life and increased access to employment opportunities for those living in areas of the city considered deprived.

Economic Case

By increasing the provision of high-quality infrastructure and filling gaps in the cycle route network, the scheme will make active travel (cycling, walking and wheeling) more attractive within Leeds City Centre. The scheme will promote a shift to active travel, which supports a reduction in traffic emissions and improvements in local air quality. The scheme will improve travel options for households without access to cars, helping them to access jobs, education, training, and other opportunities.

There are further unquantified benefits such as increased productivity, increased socialisation/reduced loneliness, increased retail revenue and city centre attractiveness. This would help promote Leeds as a city where you don't need a car.

The full business case will include more detail on the potential disadvantages arising from impacts on general traffic, such as increased journey times.

Commercial Case

The commercial case outlines the market drivers for the scheme, including the necessity for this public funding to provide cycle lanes on public roads, as public roads cannot be freely changed or improved by the private sector. The scheme will use Leeds City Council's established contractor frameworks.

Financial Case

The scheme has been outlined to be funded through the City Region Sustainable Transport Settlements.

The total value of the scheme is £3,815,488 with Combined Authority funding of £3,304,000 and £511,488 of developer funding.

This funding is outlined for development costs, consultation, procurement, project management, legal fees, construction and implementation of the routes, risk and contingency and monitoring and evaluation.

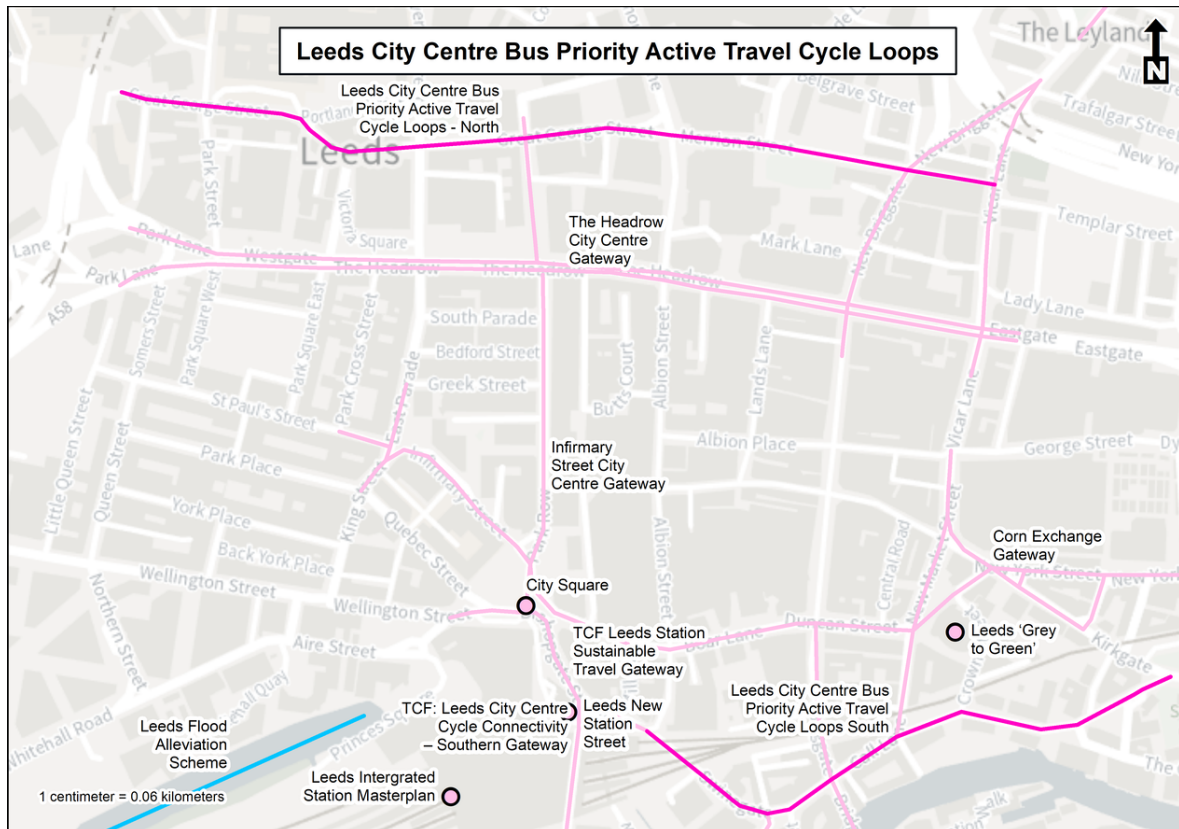
Management Case

The management case outlines the project management team for the scheme and relevant stakeholders to the scheme, including local residents, businesses, Executive Members for Transport, local ward members, accessibility groups, Transforming Cities advisory group, bus operators, current cyclists / cycling groups and local education institutions.

Further to this, there is exploration of planned promotional activities relevant to the scheme and a timetable of engagement planned relevant to the scheme.

Location Map

The following map shows the location of the Leeds City Centre Active Travel Links (North and South) scheme:



Please note, depending on the level of scheme development, the location and scope of the schemes indicated here are indicative only. For further information on Combined Authority schemes across the Leeds City Region, please refer to: [Leeds City Region Infrastructure Map - West Yorkshire Combined Authority \(westyorks-ca.gov.uk\)](https://www.westyorks-ca.gov.uk)

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Project Overview

Project Title	Levelling Up - Bus Enhancement Package
Main Funding Programme	Levelling Up Fund 2 (LUF2)
Current Forecast Project cost	£47,628,832 of which: £41,248,832 is from LUF2 £6,380,000 is a local match contribution from the Combined Authority, comprising £4,000,000 from the Gainshare Capital Fund and £2,380,000 from the West Yorkshire plus Transport Fund
Funding Applied for from the Combined Authority now	£5,450,000
Other public sector funding amounts and sources	£0
Private sector funding amounts and sources	£0

Scheme Description

The Levelling Up - Bus Enhancement Package includes the Bus Station, Stops, and Highway Investment Programme (BSSHIP) programme, across West Yorkshire which will deliver bus infrastructure improvements at up to 14 bus stations and over 500 bus stops on key bus routes and address delays to bus services at 15 bus hotspot locations on the road network. These bus “hotspot” sites are key points of delay to bus services and causes of unreliability identified by bus operators.

The package will also fund sustainable transport (bus, walking, cycling) improvements on the A639 Park Road in Pontefract, and the A629 North in Halifax from Orange Street roundabout to Ogden.

The package be delivered through the Levelling Up Fund Round 2 funding award, with a local match contribution from the Combined Authority’s West Yorkshire plus Transport Fund (WY+TF) and Gainshare Capital Fund.

Approval is also being sought for £1.5 million, to support the ongoing delivery of Thirsk Row bus hotspot construction works which is already at activity 5 (Delivery). This approval will replace the existing allocation from the City Region Sustainable Transport Settlement (CRSTS) programme.

Business Case Summary

Strategic Case

The £4.8 billion Levelling Up Fund (LUF) contributes to the levelling up agenda by investing in infrastructure that improves everyday life across the UK, including regenerating town centre and high streets, upgrading local transport, and investing in cultural and heritage assets. The fund is jointly managed by the Department for Transport (DfT) and the Department of Levelling Up, Housing, and Communities (DLUHC).

The package’s new and improved walking, cycling, and bus infrastructure will help reduce road congestion levels and improve local air quality, helping to deliver the West Yorkshire Mayor’s Tackle Climate Emergency pledge, Investment Priority 5: ‘Future Transport’ of the West Yorkshire

Investment Strategy 2021-2024, and principles of Inclusive Growth as set out in the Strategic Economic Framework (SEF).

Economic Case

The package's new and improved walking, cycling and bus infrastructure will remove barriers to sustainable travel in West Yorkshire, improving connectivity and accessibility to job opportunities and training for residents, particularly in areas of low income and for those with limited or no access to a car. This will help reduce road congestion levels and improve local air quality.

An indicative value for money (VfM) assessment for the package reflects a Benefit Cost Ratio (BCR) of 1.76:1, classing the programme as medium value for money when assessed against the DfT's value for money criteria. The VfM assessment for the respective projects will be refined through the individual scheme business cases.

Commercial Case

The Combined Authority will largely lead the procurement and management of the bus station, stops, and highway investment programme (BSSHIP). Wakefield and Calderdale Council will lead on procuring a contractor for the A639 and A629 schemes respectively.

The Combined Authority and partner councils will consider the procurement routes available to deliver the schemes through individual business cases.

The Combined Authority and partner councils will work closely with contractors to ensure a joined-up approach to the delivery of the schemes. It will also ensure market interest and capacity with contracts which adequately balance contractor incentives against risks to the public sector.

Financial Case

In January 2023, government confirmed that the Combined Authority's bid for £41,248,832 from the Levelling Up Fund Round 2 (LUF2) was provisionally successful, subject to further business case approval.

The package cost is £47,628,832. of which £41,248,832 has been awarded from LUF2, with a £6,380,000 local match contribution from the Combined Authority. Government encouraged a local contribution of 10% or higher of the bid costs and local match funding contributions were considered during assessment of the bids. The Combined Authority's local contribution is proposed as £4,000,000 from the Gainshare Capital Fund and £2,380,000 from the West Yorkshire plus Transport Fund (WY+TF).

The package has accounted for programme and project management costs, as well as allowance for risk, contingency and inflation. Project costs will be firmed up at the next stage of business case development.

Approval is also being sought for £1,500,000 to support the ongoing delivery of Thirsk Row bus hotspot construction works which is already at activity 5 (Delivery). This approval will replace the existing allocation from the City Region Sustainable Transport Settlement (CRSTS) programme.

Management Case

A LUF2 Programme Board and Senior Responsible Officer (SRO) will be established, alongside the respective Project Boards for the A639 Park Road, A629 North Halifax, and BSSHIP programme.

Acquisition of third-party land and securing of necessary statutory and regulatory approvals such as planning consent and Traffic Regulation Orders (TRO's) will be progressed through individual scheme business cases.

Report to: Combined Authority

Date: 22 June 2023

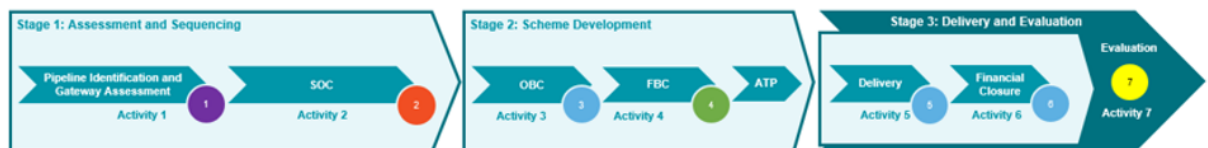
Subject: Project Approvals - Investment Priority 6 – Culture, Heritage, and Sport

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 6 – Culture, Heritage and, 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 6 (IP6) – Culture, Heritage, and Sport

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

- Culture being recognised and developed for its role in supporting the visitor economy.
- Cultural and creative businesses and their supply chains are developed and supported to maximise their potential.
- More people being actively engaged in cultural activity.
- Increase in employment in culture, sport, and arts roles
- Developing and promoting cultural activity that promotes clean growth and sustainability.

3.3 The Culture, Heritage and Sport Framework will deliver Investment Priority 6 through:

Theme 1 People

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

Theme 2 Place

- We will invest in culture, heritage and sport activity and assets that tell the story of who we are.
- We will collaborate with anchor institutions, including universities and libraries, to increase cultural participation in our communities.

Theme 3 Skills

- We will invest in organisations and activities that offer training opportunities for staff, volunteers, and participants.
- We will work with schools to promote possibilities and pathways for careers in the creative industries, heritage, and sport sectors, and to recognise the value of transferable creative skills in the wider business sector.

Theme 4 Business

- Each major Year of Culture and/or City of Culture initiative grows audiences, creates jobs, and develops skills across the region, creating a sustainable cultural ecosystem.

Evaluation

3.4 Both schemes, seeking approval via this report, have an Evaluation Plan in place, which has been devised in consultation with the Combined Authority's Culture, Heritage and Sport Evaluation lead, and both schemes have been issued with evaluation data requirements. The evaluation data requirements for these schemes are governed by the Combined Authority's Culture, Heritage and Sport Evaluation Framework and aligned to the Combined Authority's Evaluation Strategy, which in turn is based on the Magenta Book –

which sets out central government's approach to evaluation. The Evaluation Strategy is a component of the Combined Authority's Assurance Framework, which has recently been updated.

Publicity and Acknowledgement

- 3.5 The West Yorkshire Combined Authority logo, and the Tracy Brabin Mayor of West Yorkshire logo, will be used to acknowledge the support of the Combined Authority in all activities it funds or part-funds.
- 3.6 It is also a standard term of the Combined Authority grant contract that the recipient agrees to participate in and co-operate with reasonable promotional activities relating to the project, and each party shall comply with all reasonable requests from the other party to facilitate visits, provide reports, statistics, photographs and case studies that will assist the other party in its promotional and fundraising activities relating to the project.
- 3.7 The Mayor of West Yorkshire will be invited to attend key events in both Year of Culture programmes, including the CYOC24 launch event in January 2024, the opening and closing ceremonies in April 2024 and 2025, the People's Park Festival, the Hebden Bridge Film Festival, BUFF/HUFF October 2023 and 24, and the Anne Lister Festival, and within Wakefield 'Our Year', the launch of OY24 (October 2023), Rhubarb Festival (February 2024), WordFest (May 2024), opening of Wakefield Exchange (May 2024), The Hatchling (August 2024), Light-Up (November 2024) as well as unveiling of major public art installations.

Scheme Summaries

<p>Culturedale: Calderdale Year of Culture 2024 Calderdale</p>	<p><u>Scheme description</u></p> <p>This scheme will deliver a variety of cultural and sport events in Calderdale to boost the visitor economy, enable economic regeneration, support sustainability, and increase cultural skills and awareness.</p> <p>Events and activities expected to be delivered will include a People’s Park Festival, a Skills Development Programme focused on encouraging people into creative careers, an Anne Lister Programme, building on the publishing of Anne’s full diaries and a Heritage Programme which will include the establishment of a local Heritage Network, creative writing programmes, and women’s and LBGTQIA+ history research.</p> <p>The programme will also work with community groups to allocate grant funding to support mental health and wellbeing and will identify skill and knowledge gaps to develop skills development opportunities.</p> <p>The scheme will be funded by the gainshare allocation for Investment Priority 6 – Culture, Heritage and Sport.</p> <p><u>Impact</u></p> <p>Benefits of the scheme include increased cultural participation and engagement, increased tourism and economic growth, increased community cohesion and social integration, improved health and wellbeing and improved cultural infrastructure and sustainability.</p> <p>Due to the nature of the scheme, value for money is assessed based on the strategic value rather than a benefit cost ratio assessment.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision points 2 to 4 (business justification) and work commences on activity 5 (delivery).</p> <p>Total value of the scheme - £2,370,000</p> <p>Total value of Combined Authority funding - £800,000</p> <p>Funding recommendation sought - £800,000</p> <p>A decision by the Combined Authority is sought as part of this report</p>
<p>Wakefield Year of Culture 2024 Wakefield</p>	<p><u>Scheme description</u></p> <p>Wakefield Year of Culture 2024 is a yearlong programme of cultural events, opportunities and activities that will grow and develop the cultural landscape of Wakefield and the wider region. The programme will see a year of celebration that will support the marketing of the district and West Yorkshire as a destination for cultural audiences and investors.</p> <p>Events and activities expected to be delivered include The Key to the North, a programme of aspirational talks and workshops, including two major conferences, Nurture and Nourish which will boost community engagement in Wakefield’s food system, Our Stories which will explore and celebrate the diversity of Wakefield’s heritage and traditions and Roving Festival which</p>

	<p>celebrates Wakefield’s open spaces and encourages residents and visitors to connect with the outdoors.</p> <p>The programme will be funded by the gainshare allocation for Investment Priority 6 – Culture, Heritage, and Sport.</p> <p><u>Impact</u></p> <p>Benefits of the programme include increased cultural participation and engagement, increased tourism and economic growth, increased community, and social integration, improved physical and mental health and wellbeing and improved cultural infrastructure and sustainability.</p> <p>Due to the nature of the programme, value for money is assessed based on the strategic value rather than a benefit cost ratio assessment. This programme will have a strong strategic impact to the region.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision points 2 to 4 (business justification) and work commences on activity 5 (delivery).</p> <p>Total value of the scheme - £4,500,270</p> <p>Total value of Combined Authority funding - £800,000</p> <p>Funding recommendation sought - £800,000</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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3.8 Since the Combined Authority’s meeting on 16 March 2023, when the Project Approvals reports were last considered, 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 Culture, Heritage, and Sport 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	Culturedale: Calderdale Year of Culture
Stage	1 (assessment and sequencing) and 2 (project development)
Decision Point	2 to 4 (business justification)

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 Culturedale: Calderdale Year of Culture will deliver a variety of cultural and sport events in Calderdale including festivals to boost the visitor economy, enable economic regeneration, support sustainability, and increase cultural skills and awareness. Calderdale Council has developed a vision for CultureDale 2024 which consists of three themes:

- **Distinctiveness:** Establish infrastructure to enhance the visitor experience, accessibility and inclusive cultural venues and initiatives.
- **Kindness and Resilience:** Work with organisations and the NHS to develop relevant opportunities including arts and mental health programmes.
- **Talented and Enterprising:** Create strong digital offers including online exhibitions and activities and develop opportunities for the cultural sector including skills development and business support.

4.4 Programmes that will be delivered as part of CultureDale 2024 include:

- **Collaborative Commissions** – grants for the local cultural sector to co-deliver the programme which will identify skill and knowledge gaps and work with organisations including, Calderdale Creates, Visits Unlimited, and other education partners to develop skills development opportunities.

Young people will also be supported into creative careers. Examples of engagement opportunities include Calderdale Film Competition (a seven-minute film competition including film training workshops) and Opal's Comet tour, a theatre show, performed on a canal boat and using the canal network to visit various locations.

- **Community Commissions** - will work with community groups to allocate grant funding to support mental health and wellbeing, and hyper local engagement with the wider programme.
 - **Festivals** – The People’s Park Festival will be established, with dates to be confirmed. Offer will be added to existing festivals. For example, mentorship for young musicians as part of Todmorden Folk Festival and engagement activities for South Asian Festival.
 - **Anne Lister Programme** - year-round activities and events building on the publishing of Anne’s full diaries
 - **Heritage Programme** – will include local history research, creative writing skills, Women’s and LBGTQIA+ history.
 - **Skills Development Programme** - various activities and training focused on encouraging people into creative careers including targeting skills development and training for businesses.
- 4.5 The scheme aligns with the Mayoral pledges to prioritise skills and training to ensure everyone has the skills they need to secure work, support local businesses and be a champion for our local economy and lead a creative new deal to ensure our creative industries are part of our broader recovery strategy.
- 4.6 A summary of the scheme’s business case is included in **Appendix 2**.

Tackling the Climate Emergency Implications

- 4.7 The scheme tackling climate emergency implications are:
- Sustainable transport options will be promoted, and subsidies provided wherever possible. Calderdale Council will partner with SAIL (Sustainable Arts in Leeds) to ensure environmental targets are met.
 - SAIL will advise on structures and decision-making process, monitoring and setting targets to ensure sustainability is a key factor throughout the scheme’s development and delivery.
 - The scheme will use ISO 20121 standards in the development of events. The ISO 20121 standards offer guidance and best practice to help manage events and control their social, economic, and environmental impact, and opportunities will be explored for exhibitions and performances to be held in under and dis-used locations, with an emphasis on the reuse and recycling of heritage buildings.

Outputs and Benefits

- 4.8 The scheme outputs and benefits include:

Combined Authority, Calderdale Council and UK Shared Prosperity Funding Outputs	Additional outputs including National Heritage Lottery Fund and Arts Council England Funding	Total Outputs
Four innovations for social good, especially health innovation by providing funding and support for relevant projects.	Not applicable	Four innovations for social good, especially health innovation by providing funding and support for relevant projects.
70 people with protected characteristics benefitting from free activities	Not applicable	70 people with protected characteristics benefitting from free activities
20,000 people engaging with creative and cultural activities in Calderdale	Additional 30,000 people engaging with creating and cultural activities in Calderdale.	50,000 people engaging with creative and cultural activities in Calderdale
Six schemes promoting access to improved health and wellbeing by partnering with health and wellbeing providers.	Additional two schemes promoting access to improved health and wellbeing by partnering with health and wellbeing providers.	Eight schemes promoting access to improved health and wellbeing by partnering with health and wellbeing providers.
Less than 3% enhanced participation in cultural activities particularly amongst deprived communities by promoting accessibility and providing targeted support to organisations in these communities.	3% enhanced participation in cultural activities particularly amongst deprived communities by promoting accessibility and providing targeted support to organisations in these communities.	3% enhanced participation in cultural activities particularly amongst deprived communities by promoting accessibility and providing targeted support to organisations in these communities.
15 businesses receiving support through Collaborative and Community Commissions, promoting a low carbon economy through resources and mentoring, offering skills development opportunities, and providing marketing.	Additional five businesses receiving support through Collaborative and Community Commissions, promoting a low carbon economy through resources and mentoring, offering skills development opportunities, and providing marketing.	20 businesses receiving support through Collaborative and Community Commissions, promoting a low carbon economy through resources and mentoring, offering skills development opportunities, and providing marketing.
15 inactive participants supported by providing access to training and other positive activities that address barriers to work and wider participation in creative industries.	Additional 15 inactive participants supported by providing access to training and other positive activities that address barriers to work and	30 inactive participants supported by providing access to training and other positive activities that address barriers to work and wider

Combined Authority, Calderdale Council and UK Shared Prosperity Funding Outputs	Additional outputs including National Heritage Lottery Fund and Arts Council England Funding	Total Outputs
	wider participation in creative industries.	participation in creative industries.
Five micro businesses engaging with schools by providing opportunities for collaboration and promoting entrepreneurship and creative careers.	Additional Five micro businesses engaging with schools by providing opportunities for collaboration and promoting entrepreneurship and creative careers.	10 micro businesses engaging with schools by providing opportunities for collaboration and promoting entrepreneurship and creative careers.
20 NEETS/16-24/50+ in disadvantages groups supported engaging in positive activities that address barriers to work or widen participation in training and provided with access to skills development.	Not applicable	20 NEETS/16-24/50+ in disadvantages groups supported engaging in positive activities that address barriers to work or widen participation in training and provided with access to skills development.
20 people accessing careers advice.	Not applicable	20 people accessing careers advice.
Reduction in number of oof trips by private car by promoting public transport through reimbursement of expenses for 3 targeted projects.	Not applicable	Reduction in number of oof trips by private car by promoting public transport through reimbursement of expenses for 3 targeted projects.
3 empty premises utilised by providing support to creative entrepreneurs, small businesses, and artists to set up residences and installations in these spaces.	Additional 2 empty premises utilised by providing support to creative entrepreneurs, small businesses, and artists to set up residences and installations in these spaces.	5 empty premises utilised by providing support to creative entrepreneurs, small businesses, and artists to set up residences and installations in these spaces.
Less than 3% increased visitors to West Yorkshire by providing a full year long programme of activities, promoting cultural and tourist attractions, listing activities on the Calderdale Year of Culture 2024 website, and creating new and sustained marketing campaigns.	3% increased visitors to West Yorkshire by providing a full year long programme of activities, promoting cultural and tourist attractions, listing activities on the Calderdale Year of Culture 2024 website, and creating new and sustained marketing campaigns.	3% increased visitors to West Yorkshire by providing a full year long programme of activities, promoting cultural and tourist attractions, listing activities on the Calderdale Year of Culture 2024 website, and creating new and sustained marketing campaigns.

- 4.9 Due to the nature of the scheme, value for money is assessed based on the strategic value rather than a benefit cost ratio assessment. This scheme will have a strong strategic impact to the region.

Inclusive Growth Implications

- 4.10 The scheme inclusive growth implications include:
- Calderdale Council will work with organisations and partners to develop culture and creative skills and engage with a minimum of 200 young people to provide them with apprenticeships, including a BAME apprenticeship with *Thingumajig Theatre*, opportunities to develop their practice, including the *Art as Natural Flood Management* young artist in residence, qualifications such as *Arts Award*, and a range of skills development through practical application, including opportunities directed, planned, and delivered by young people.

Equality and Diversity Implications

- 4.11 The scheme equality and diversity implications are:
- The main aims of the programme are to increase access to the arts and cultural activities for underrepresented groups, promote cultural understanding and cohesion within the community, and boost the local economy through increased tourism and business growth.
 - Interventions will be targeted to address inequalities and Calderdale Council will work with the Neighbourhoods and Social Cohesion and Equality Team to partner with specialist organisations to connect with community groups to ensure representation is made.
 - Target participants for audiences and volunteers for training will be for low-income households, unemployed and those underrepresented in the cultural sector.
 - Calderdale Council will partner with Visits Unlimited to develop accessibility guides and ensure the programmes are as accessible as possible.
- 4.12 An Equality Impact Assessment (EqIA) has been undertaken for the scheme and equality and diversity impacts taken account of as part of the development of the scheme and the business case development.

Risks

- 4.13 The scheme risks and mitigations include:
- Match funding not secured, mitigated by engaging with Arts Council England and The National Heritage Lottery Fund for guidance on the application process. The programme can be scaled as necessary should funding not be secured.
 - Lack of appropriate venues for the events, leading to a reduction in programme, audience numbers and failure to achieve objectives. This is

mitigated by maintaining and updating a database of capacity to avoid schedule conflicts and over bookings. Communication plans will be developed with venues and resources allocate to manage attendance.

- Lack of interest in the events and activities leading to reduced attendance. This is mitigated by the development of a marketing strategy and establishing mechanisms for feedback to measure engagement.

Costs

- 4.14 The total scheme costs are £2,370,000.
- 4.15 The Combined Authority's contribution is £800,000 from the from the gainshare allocation for IP6.
- 4.16 The remaining funding is:
- £500,000 from Arts Council England
 - £400,000 from National Heritage Lottery Fund
 - £520,000 from Calderdale Council
 - £150,000 from UK Shared Prosperity Fund.
- 4.17 Further private sector funding options are being explored but have not been identified at this time.
- 4.18 The Combined Authority will need to enter into a funding agreement with Calderdale Council for expenditure of up to £800,000 from the gainshare allocation for IP6.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
2 to 4 (business justification)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	22/06/2023
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Operating Officer	30/05/2025

Other Key Timescales

Milestone	Date
Pre-launch activities, community engagement and pop-up events commence	01/07/2023
Soft opening event at the Piece Hall	02/02/2024

Delivery of major festivals	June- July 2024
Autumn/ Winter Programme commences	August 2024
Winter Festival	December 2024
LGBTQIA+ History Month	February 2025
Closing events	April 2025
Evaluation and learning shared	September 2025

Assurance Tolerances

Assurance tolerances
Combined Authority costs remain within +10% of those outlined in this report
Delivery (DP5) timescales remain within +6 months of those outlined in this report
Outputs remain within -10% of those outlined in this report

Appraisal Summary

- 4.19 CultureDale is an ambitious programme of festivals, activities and events that aims to increase cultural awareness and skills. The scheme has undergone significant development to enable successful delivery of the programme.
- 4.20 The business case provides detail on how this scheme aligns with multiple local policies and strategies including Calderdale Council's Corporate Plan 2022-2024, the Inclusive Economy Strategy for Calderdale 2018-2024, Calderdale Climate Action Plan 2022-25 along with Combined Authority strategies such as the West Yorkshire Investment Strategy.
- 4.21 Significant detail has been provided on the goods, services, and works that are required to be procured. This includes equipment, marketing services, stage equipment, translation, and interpretation services etc. All procurement will be undertaken in line with Calderdale Council processes and procedures.
- 4.22 Match funding is not yet secured. Funding from The National Heritage Lottery Fund is expected to be confirmed in August 2023 and Arts Council England funds are anticipated to be confirmed in September 2023. There remains a risk that these funds will not be secured, which will lead to changes to the programme. The programme of events can be scaled as necessary should all funding not be confirmed.
- 4.23 This programme includes the provision of subsidies to rail operators to facilitate audience participation at the festivals and events. The full details of this are not yet confirmed, however Calderdale Council will continue to work with relevant stakeholders to enable participation at the events and activities.

Recommendations

- 4.24 The Combined Authority approves that:

- (i) The CultureDale: Calderdale's Year of Culture 2024 programme proceeds through decision point 2-4 (business justification) and work commences on activity 5 (delivery).
- (ii) Approval is given to the Combined Authority's contribution of £800,000. The total programme value is £2,370,000.
- (iii) The Combined Authority enters into a funding agreement with Calderdale Council for expenditure of up to £800,000
- (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and where required, any change requests are delegated to the Culture, Heritage, and Sport Committee. This will be subject to the programme remaining within the tolerances outlined in this report.

Project Title	Wakefield Year of Culture
Stage	1 (assessment and sequencing) and 2 (project development)
Decision Point	2 to 4 (business justification)

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

- 4.25 Wakefield Year of Culture 2024 is a yearlong programme of cultural events, opportunities and activities that will grow and develop the cultural landscape of Wakefield and the wider region. The programme will see a year of celebration that will support the marketing of the district and West Yorkshire as a destination for cultural audiences and investors.
- 4.26 The programme aims to develop and deliver an outstanding programme of activity for residents and visitors to support the district in becoming a leading destination.
- empower communities to embrace culture and creativity to improve quality of life and their local area, to increase cultural participation.
 - develop and deliver a collaborative audience development, communications, and marketing plan with our partners to ensure a legacy of more consistent, efficient, and collective practices.
 - To develop and promote high quality skills development and employment opportunities for local and regional creative practitioners.
- 4.27 The programme is expected to deliver a range of events and activities including:
- The Hatchling:** This will be a major cultural event which will act as a curtain raiser for Bradford City of Culture 2025. It will be a theatrical performance and a production on an international scale across the August bank holiday weekend.
 - Wakefield Exchange launch:** expected to launch in Spring 2024 and will increase the regional commissioning of events, business and skills support and promotion. This programme will be an opportunity to

promote Wakefield and West Yorkshire as a dynamic cluster of creative businesses and talent which offer opportunities for investment in Wakefield's creative sector.

- **Audience:** This element is for promotions and marketing work to develop regional and national audiences across the wider programme.
- **Festivals & Events:** The phased programme over 2024 is curated to engage the widest audiences with outdoor arts performances, creative installations, and food and craft markets, including the Rhubarb Festival in February and the Liquorice Festival in July.
- **The Key to the North:** is a programme of aspirational talks and workshops, including two major conferences and six thematic events focusing on key issues.
- **Creativity around the Corner:** will tell stories of the contemporary world of work in Wakefield, partner with employers in the district and reach into local neighbourhoods with creative opportunities and employ disabled artists in partnership with Unlimited to creatively co-produce artworks.
- **Crossing and Gateways:** will deliver larger commissions in five existing high footfall areas in town centres and near transport hubs celebrating Wakefield's significant gateways, crossings, and connections.
- **Nurture and Nourish:** will boost community engagement in Wakefield's food system, help wider work to address food scarcity and test new ways of working and support development of a food strategy for the district with the addition of embracing creativity to boost participation.
- **Our Stories:** will explore and celebrate the diversity of Wakefield's heritage and traditions and will capture remarkable stories told by local people, and work with different communities to create a unique portrait of the district for future generations.
- **Roving Festival:** will celebrate Wakefield's open spaces and encourage residents and visitors to connect with the outdoors.
- **Building on Brilliance:** will celebrate the existing cultural landscape and transform how Wakefield's cultural; heritage and creative sectors connect and work in partnership.
- **Schools Programme** addressing gaps in cultural education and developing a creative continuous professional development (CPD) framework for teachers. Cross cutting menu of opportunities for 50 schools and other educational establishments to connect to the Programme and engage 10,000 students.
- **Young People:** will ensure every child and young person in the district has an opportunity to engage in cultural and creative learning.
- **Communities and Volunteering:** will take a local approach to connect to residents via community organisations such as the network of libraries. The volunteering element will champion local voices and skills and coordinate volunteer opportunities.
- **Evaluation and regional coordination:** will evaluate the impact on a regional basis and inform development of evaluation frameworks and

impact measures which can be adopted to coordinate planning, delivery and evaluation of Calderdale Year of Culture 2024, Bradford City of Culture 2025, and future cultural programming across West Yorkshire.

- 4.28 The programme aligns with the Mayoral pledges to prioritise skills and training to ensure everyone has the skills they need to secure work, support local businesses and be a champion for Wakefield's local economy and lead a creative new deal to ensure Wakefield's creative industries are part of our broader recovery strategy.
- 4.29 The programme also aligns with the Strategic Economic Framework through the priorities 'Growing Businesses' creating opportunities for delivery / commissions for local creative businesses, 'Skilled People and Better Jobs' and the West Yorkshire Investment Strategy (WYIS) investment priorities, particularly IP6 Culture, Heritage, and Sport.
- 4.30 The programme will be funded by the gainshare allocation for Investment Priority 6 - Culture, Heritage, and Sport.
- 4.31 A summary of the programme's business case is included in **Appendix 3**.

Tackling the Climate Emergency Implications

- 4.32 The programme will use ISO 20121 standards in the development of events. The ISO 20121 standards offer guidance and best practice to help manage events and control their social, economic, and environmental impact,
- 4.33 Wakefield Council will work with SAIL (Sustainable Arts in Leeds) to explore how working collaboratively could help Wakefield achieve its climate goals and measure performance.
- 4.34 All event management and marketing will incorporate promotion and use of sustainable and public transport including the use of free transport to venues and cycling and walking options. Free city bus links to mainline stations to cultural venues in the city centre will be provided, existing and planned cycling routes (Wakefield Wheel; Wonder of Wakefield) will also benefit from new maps and wayfinding.
- 4.35 The programme has been developed under the operational and procurement requirements described within Wakefield's corporate Climate Action Plan.

Outputs and Benefits

- 4.36 The programme outputs and benefits include:
- Increasing cultural engagement by 15% by 2025, compared to 2021 data
 - Increasing the percentage of residents who have visited an event / exhibition in the last 18 months by 10% by 2025, compared to 2021 data
 - Lowering the percentage of residents listing lack of awareness as a barrier to participation by 15% by 2025, compared to 2021 data
 - Achieving 10 pieces of regional and national media coverage in 2024 promoting Wakefield as an exciting cultural destination

- Increasing Experience Wakefield newsletter subscribers by 50% by December 2024 compared to December 2023
- Involving or employing 400 creative practitioners, who are people who exhibit and use creative behaviours in their profession, in the programme by March 2025.
- Involving and supporting 400 volunteers in the programme by March 2025
- Engaging a live audience of over 600,000 people over the year long programme
- Engaging a digital audience of over 15,000 people over the year long programme
- Developing job placement and traineeship opportunities for over 100 young people in creative industries by 2025.
- Generating over 400 pieces of content (social media or other) by partners by 2025
- Engaging at least 50% of the district's schools in the programme.
- Delivering activity in every ward in the Wakefield district
- Improving and developing skills through skills programmes and volunteering for residents of all ages, leading to job opportunities in creative and visitor economy
- Improving wellbeing, physical and mental health, increasing access to healthy and social activities and increasing social support and connection
- Children and young people have increased access to cultural educations within their communities
- Increasing demand in visitor economy businesses and workers, from resulting from perceptions improving about Wakefield and West Yorkshire as a cultural destination.
- Attraction and retention of staff (improved image of West Yorkshire through presentation of cultural offer, greater confidence in job security through promotion of district and regional programmes of events).

4.37 The two match funding sources which are not yet secured are Arts Council England (ACE) funding and National Heritage Lottery Fund (NHLF) funding. The following table shows which elements of the programme will be impacted if this funding is not secured:

Programme element	ACE funding	Impact on OY24 if funding not secured
<i>Festivals & Events (Light Up)</i>	£50,000	20% budget reduction resulting in the removal of one of the key light commissions.
Nurture and Nourish	£100,000	Fully funded by ACE grant and would not be delivered if funding not secured.

Creativity Around the Corner	£100,000	59% budget reduction resulting in fewer businesses being engaged and a reduced audience.
Schools' programme	£100,000	56% budget reduction meaning only 30 out of expected 65 schools are involved, fewer teachers benefit from continuous professional development opportunities and fixed term co-ordinator is not appointed.
Communities & Volunteering	£80,000	54% budget reduction resulting in all outputs reduced by c50% and fixed term co-ordinator is not appointed.
Audience development and marketing	£50,000	17% budget reduction meaning impact is reduced, particularly on target groups and hyper local events.
Evaluation	£20,000	20% budget reduction, resulting in a reduced scope for the evaluation, with particular impact on hyper local events and community capacity building (evaluation toolkits and associated training and data gathering).
Programme element	NHLF funding	Impact on OY24 if funding not secured
Our Stories	£250,000	Majority funded by NHLF grant and would not be delivered if funding not secured.

Inclusive Growth Implications

4.38 The programme inclusive growth implications include:

- The programme has been developed to help drive inclusive growth, with a real focus on embedding culture and creativity within Wakefield's communities, building capacity and providing opportunity by inspiring residents, connecting them to skills pipelines, and increasing employment opportunities within the creative sector. Whilst the programme has a small number of national-level artists commissions, the majority of opportunities for creative commissions will be targeted at a local and sub-regional level, driving opportunity and growth.
- Community focused activity has been developed to ensure culture and creativity benefits residents' wellbeing and connects them to wider support and opportunities.
- The Creativity around the Corner part of the programme will work with local businesses to engage employees from sectors who currently may

not take part in cultural activity and help them gain new experience and skills.

- Priority audiences have been developed to provide reach across our district's communities (driving wider engagement levels), whilst also targeting vulnerable groups and providing opportunities for young people in particular to develop creative skills and inspire them to follow creative career pathways.

Equality and Diversity Implications

- 4.39 A Stage 2 Equality Impact Assessment (EqIA) has been undertaken for the programme and equality and diversity impacts taken account of as part of the development of the programme and the business case development.
- 4.40 The main aims of the programme are to increase access to cultural activities and events for underrepresented groups, promote cultural understanding and cohesion within and across different communities and boost Wakefield's economy through increased tourism and business growth as well as the introduction of arts and culture within schools.
- 4.41 Programme communications and marketing will be inclusive of the languages which are most popular in the district; Polish, Panjabi, Urdu and Latvian, to boost cultural awareness of those who have English as their second language.
- 4.42 High quality programming for early years and children will be available enhanced by partnerships with Childrens' Services and specific support organisations such as Seaglass Collective who support adopted young people, will ensure Wakefield's youngest residents can access culture in an engaging and accessible way.
- 4.43 Older people's voices and stories will be celebrated and championed in a museums and libraries led project and welcomed into all of the public events with adaptations for hard of hearing, physical mobility and people living with dementia.
- 4.44 The Nurture and Nourish part of the programme, will seek to develop multi-faith and inter-generational activities, connecting different communities, breaking down barriers and supporting enhanced cohesion.
- 4.45 Organisation wide commitment to ensure accessibility for people living with a disability such as step-free access, places of rest, British Sign Language interpretation, Plain English and considering sensory sensitivities for neuro-diverse visitors will remove barriers of accessibility to large-scale events.
- 4.46 The programme is committed to ensuring employment opportunities for artists and creatives with physical, sensory, and learning disabilities and those who define as neuro diverse.

Risks

- 4.47 The programme risks include:

- Failure to complete the development of the Wakefield Exchange in time for 2024, mitigated by robust project management focusing on budget and delivery timeframes.
- Failure to engage with new audiences, mitigated by developing a robust Audience Development Plan, informed by research including cultural participation and perceptions surveys
- Events and activities are not deliverable within budget allocations or delivery timeframes. This will be mitigated by each event / activity being clearly defined with specific budget allocation, delivery plan regular support/monitoring of progress
- Insufficient funding to effectively deliver the programme. This will be mitigated by Wakefield Council's core budgets and culture and public health investment fund to support the core programme, an external funding strategy which identifies key strategic funders, where bids can focus on additionality to enhance the programme. and plans for targeted programme reduction if key funding bids unsuccessful.

Costs

4.48 The total programme costs are £4,500,270.

4.49 The Combined Authority's contribution is £800,000 from the gainshare allocation for Investment Priority 6 – Culture, Heritage, and Sport.

4.50 The remaining funding is:

- £2,718,270 from Wakefield Council
- £500,000 from Arts Council England
- £250,000 from the National Heritage Lottery Fund
- £202,000 from the UK Shared Prosperity Fund
- £30,000 in sponsorship from businesses taking part in the 'Creativity around the corner' activity.

4.51 Subject to approval, the Combined Authority will need to enter into a funding agreement with Wakefield Council for expenditure of up to £800,000 from the gainshare allocation for IP6.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
2 to 4 (business justification)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	22/06/2023
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team	30/04/2025

	Decision: Combined Authority's Chief Operating Officer	
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Other Key Timescales

- September 2023 - Start of delivery
- 30 April 2025 - Completion of delivery
- 30 September 2025 - Programme evaluation

Assurance Tolerances

Assurance tolerances
Combined Authority costs remain within +10% of those outlined in this report.
Delivery (DP5) timescales remain within +3 months of those outlined in this report.
Outputs: Remain within -10% of those outlined in this report.

Appraisal Summary

- 4.52 The programme is a transformative year long programme of cultural activity,
- 4.53 which builds on the successful cultural offering in Wakefield and the wider district. The programme will offer new events and opportunities for people who have often faced barriers to accessing cultural events and activities.
- 4.54 The programme has strong strategic alignment to the Combined Authority's priorities and policies, the mayor's pledges, and Wakefield Council's priorities.
- 4.55 There is a risk that not all the programme's events and activities are delivered, as not all the funding has been secured yet, although the funding has been applied for and decisions are pending. It is noted that the risk of not securing funding is low due to Wakefield Council's experience of securing cultural funding and delivering cultural programmes and schemes.
- 4.56 A Stage 2 Carbon Impact Assessment (CIA) will be completed throughout programme delivery once the level of funding secured and the content of the final programme has been confirmed.
- 4.57 Overall, this programme appears well planned with expected positive effects and benefits on inclusive growth, social integration, equality and diversity, visitor economy and wellbeing for the Wakefield district which may reach into the wider West Yorkshire region.

Recommendations

- 4.58 The Combined Authority approves that:
- (i) The Wakefield Our Year 2024 programme proceeds through decision point 2 to 4 (business justification) and work commences on activity 5 (delivery).

- (ii) Approval to the Combined Authority's contribution of £800,000. The total programme value is £4,500,270.
- (iii) The Combined Authority enters into a funding agreement with Wakefield Council for expenditure of up to £800,000.
- (iv) Future approvals are made in accordance with the assurance pathway and approval route and tolerances outlined in this report. Where required, any future committee level approvals are delegated to the Culture, Heritage, and Sport Committee.

Projects in Stage 2: Scheme development

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

Projects in Stage 3: Delivery and Evaluation

4.60 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)

CultureDale: Calderdale's Year of Culture 2024

12.1 The Combined Authority approves that:

- (i) The CultureDale: Calderdale's Year of Culture 2024 scheme proceeds through decision point 2-4 (business justification) and work commences on activity 5 (delivery).
- (ii) Approval is given to the Combined Authority's contribution of £800,000. The total scheme value is £2,520,000.
- (iii) The Combined Authority enters into a funding agreement with Calderdale Council for expenditure of up to £800,000
- (iv) Future approvals are made in accordance with the assurance pathway and approval route and tolerances outlined in this report. Where required, any future committee level approvals are delegated to the Culture, Heritage, and Sport Committee.

Wakefield Our Year of Culture 2024

12.2 The Combined Authority approves that:

- (i) The Wakefield Our Year 2024 scheme proceeds through decision point 2 to 4 (business justification) and work commences on activity 5 (delivery).
- (ii) Approval to the Combined Authority's contribution of £800,000. The total scheme value is £4,500,270.
- (iii) The Combined Authority enters into a funding agreement with Wakefield Council for expenditure of up to £800,000.
- (iv) Future approvals are made in accordance with the assurance pathway and approval route and tolerances outlined in this report. Where required, any future committee level approvals are delegated to the Culture, Heritage, and Sport Committee.

13 Background Documents

13.1 None as part of this report.

14 Appendices

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

Appendix 2 – CultureDale: Calderdale's Year of Culture 2024 – Business Case Summary

Appendix 3 - Wakefield Our Year of Culture 2024 - Business Case Summary

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Project Approvals

Appendix 1 - Assurance Framework

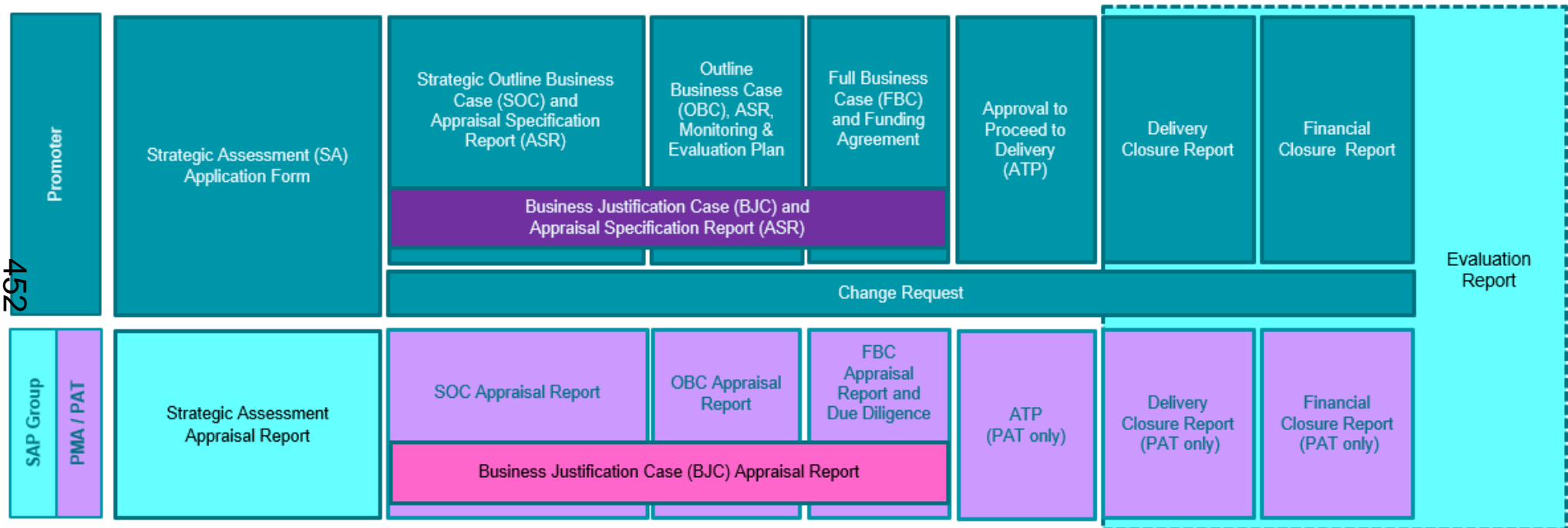
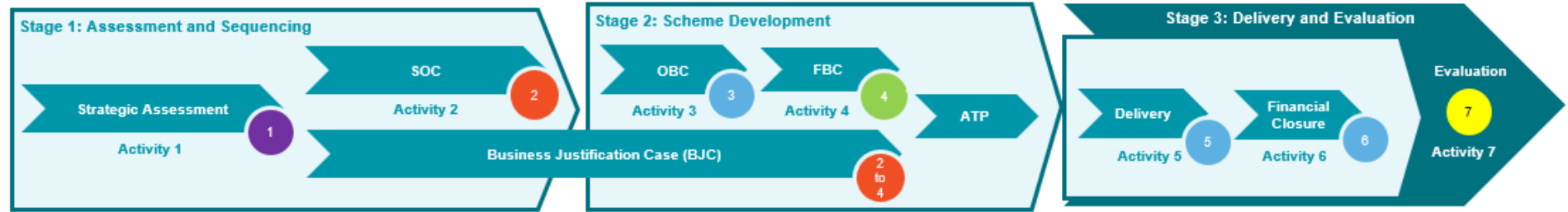
1. Assurance Framework

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

Assurance Process

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

Assurance Process



KEY:

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

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Project Overview

Project Title	CultureDale: Calderdale's Year of Culture 2024 (CYOC24)
Main Funding Programme	Gainshare allocation for Investment Priority 6 - Culture and Creative Industries, Sport, and Physical Activities.
Current Forecast Project cost	£2,370,000
Funding Applied for from the Combined Authority now	£800,000
Other public sector funding amounts and sources	£500,000 from Arts Council England £400,000 from National Heritage Lottery Fund £520,000 from Calderdale Council £150,000 from UK Shared Prosperity Fund.
Private sector funding amounts and sources	Private sector funding options are being explored but have not been identified at this time.

Scheme Description

This scheme will deliver a variety of cultural and sporting events in Calderdale, including opening and closing events and adding offer to established festivals, to help boost the visitor economy, enable economic regeneration, and support sustainability.

Activities delivered will include a new People's Park Festival.

A skills development programme will be set up, focussing on encouraging people into creative careers, while the Anne Lister Programme helps build on the publishing of Anne's full diaries.

A Heritage Programme will include local history writing, creative writing skills, as well as research into women's and LBGTQIA+ history.

Business Case Summary

Strategic Case

The scheme aligns with Calderdale Council, the Combined Authority and national strategies. This includes the mayoral pledges to ensure everyone has the skills they need to secure work, support local businesses and be a champion for our local economy. It also helps us lead a creative new deal to ensure our creative industries are part of our broader recovery strategy.

The programme aims to work together with residents to create a programme of inclusive and accessible activities to help boost the visitor economy by promoting Calderdale as a vibrant and culturally rich destination.

The programme also aims to provide opportunities for young people, providing 200 young people with opportunities for skills development and supporting 10 apprenticeship/work experience opportunities.

Economic Case

This scheme will allow greater outreach, increased collaborative working and growth within the creative industries. It will also have a greater economic impact to help stabilise the hospitality sector.

The scheme will engage with a minimum of 2,000 people in the workshop activities and will help to build connections and relationships across diverse groups.

Commercial Case

Procurement will be undertaken as part of this scheme will be in line with Calderdale Council's procurement procedures.

Financial Case

The total scheme cost is £2,370,000. This will be funded by £800,000 from the Combined Authority and match funding from National Heritage Lottery Fund, Arts Council England, Calderdale Council and UK Shared Prosperity Fund.

Management Case

This scheme will be managed by Calderdale Council.

Project Overview

Project Title	Wakefield Our Year of Culture 24
Main Funding Programme	Gainshare allocation for Investment Priority 6 (IP6) - Culture and Creative Industries.
Current Forecast Project cost	£4,500,270
Funding Applied for from the Combined Authority now	£800,000
Other public sector funding amounts and sources	Wakefield Council: £2,718,270 UK Shared Prosperity Fund: £202,000 Arts Council England: £500,000 National Lottery Heritage Fund: £250,000
Private sector funding amounts and sources	£30,000 – sponsorship from businesses taking part in the 'Creativity around the corner' residency strand

Scheme Description

The scheme will deliver a programme of cultural, creative and community events and opportunities across the Wakefield district. This will boost the visitor economy, enable economic growth post-COVID, and increase community and social integration.

Activities will include festivals, workshops, and volunteering. Marketing, events, and activities will be held in multiple languages, have British Sign Language interpreters where possible and be neuro diverse-friendly. There will also be places to rest and step free access to make every cultural offering as accessible as possible.

Business Case Summary

Strategic Case

The scheme will help communities in Wakefield engage with cultural events, helping them to unlock their own creativity, while increasing visitor numbers and supporting the local economy.

The scheme will provide access to quality creative skills and learning opportunities. It will also increase the strength of Wakefield's creative sector, to provide quality employment opportunities.

The scheme aligns with Combined Authority, Wakefield Council, and other national and local strategies and policies.

Economic Case

The scheme will aim to support and develop the district and wider region's cultural landscape and increase economic benefits through cultural and creative activities.

The scheme aims to engage with a live audience of up to 600,000 during the year and engage digitally with up to 15,000 people.

Activities will take place in every ward in Wakefield with a target to engage at least 50% of the district's schools.

Value for money is assessed based on the strategic value rather than a benefit cost ratio assessment. This scheme is expected to have a strong strategic impact to the region.

Commercial Case

Procurements that will be undertaken as part of this scheme will be in line with Wakefield Council's procedures.

Financial Case

The total scheme cost is £4,500,270. This will be funded by £800,000 from the Combined Authority's gainshare allocation for IP6 with additional funding from:

- £2,718,000 from Wakefield Council
- £500,000 Arts Council England
- £250,000 National Heritage Lottery Fund
- £202,000 UK Shared Prosperity Fund
- £30,000 sponsorship from businesses taking part in the 'Creativity around the corner' residency strand.

Management Case

Wakefield Council will manage the scheme. A robust governance structure is in place consisting of a project delivery team, which will manage the with any escalation or change management approvals being the responsibility of the programme board.



Report to: West Yorkshire Combined Authority

Date: 22 June 2023

Subject: **Minutes for Information**

Director: Alan Reiss, 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](#):

- Place, Regeneration and Housing Committee held on 2 March 23.
- Transport Committee held on 10 March 23.
- Finance, Resources and Corporate Committee held on 13 March 23.
- LEP Board meeting held on 8 March 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.