

## **CORPORATE SCRUTINY COMMITTEE**

**MEETING TO BE HELD AT 11.00 AM ON FRIDAY, 23 SEPTEMBER  
2022  
IN CONFERENCE ROOM 1/2, WELLINGTON HOUSE, 40-50  
WELLINGTON STREET, LEEDS, LS1 2DE**

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

- 1. APOLOGIES FOR ABSENCE**  
To note apologies and confirm the quorum of 11 members is met.
- 2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**
- 3. POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**
- 4. CORPORATE SCRUTINY COMMITTEE GOVERNANCE  
ARRANGEMENTS**  
(Pages 1 - 18)
- 5. MINUTES OF THE LAST MEETING HELD ON 11 MARCH 2022**  
(Pages 19 - 24)
- 6. CHAIR'S COMMENTS AND UPDATE**
- 7. INFLATION AND BUDGETS**  
(Pages 25 - 52)
- 8. INCLUSIVE PROCUREMENT**  
(Pages 53 - 58)
- 9. CORPORATE SCRUTINY WORK PROGRAMME**  
(Pages 59 - 66)
- 10. DATE OF THE NEXT MEETING - 18 NOVEMBER 2022**

**Signed:**



**Managing Director  
West Yorkshire Combined Authority**



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**Report to:** Corporate Scrutiny Committee

**Date:** 23 September 2022

**Subject:** **Scrutiny and governance arrangements**

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

**Author:** Hannah Scales, Scrutiny Support Officer

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## 1. Purpose of this report

- 1.1 To note scrutiny and governance arrangements pertaining to the Overview and Scrutiny function in general and the Corporate Scrutiny Committee in particular.
- 1.2 To note terms of reference, scrutiny standing orders, quorum and substitute rules and meeting dates.

## 2. Information

### Terms of Reference - Corporate Scrutiny Committee

- 2.1 At the Annual Meeting the Combined Authority resolved to appoint the Corporate Scrutiny Committee, with the terms of reference as attached as **Appendix 1**.

### Scrutiny Standing Orders and Constitution

- 2.2 The Combined Authority has a constitution and [Scrutiny Standing Orders](#) to manage and govern the rules and processes that Scrutiny is subject to. These are attached as **Appendix 2**.

### Quorum and meeting dates

- 2.3 As in previous years, four meetings have been agreed for each scrutiny committee for the 2022/23 municipal year, once every two months. Furthermore, one meeting has been designated as a dedicated Mayors Question Time session. The meeting dates are as follows:
  - 23 September 2022, 11am
  - 18 November 2022, 10am – Mayors Question Time
  - 20 January 2023, 10am

- 10 March 2023, 2pm

2.4 The **quorum is set by legislation at two-thirds of voting members** and cannot be reduced. No formal decision, recommendation or resolution may be taken by an inquorate meeting. The quorum for a 16-member committee is 11. A member must be physically present to be counted in the quorum.

#### Membership

2.5 Legally speaking, a combined authority overview and scrutiny committee must reflect “so far as reasonably practicable the balance of political parties prevailing among the *constituent councils*<sup>1</sup> when taken together”.

2.6 The political balance requirements were recalculated following the 2022 local elections. The political balance remained somewhat the same as previous years with little change overall. As there are three scrutiny committees, the political balance is calculated across the three committees to allow for the greatest level of representation of all parties which qualified. Of the 48 scrutiny members; 27 are Labour, 12 are Conservative, 6 are Liberal Democrat, 2 are Green and 1 is from an Independent Group (Morley Borough Independents).

2.7 All scrutiny members must be formally appointed at the Combined Authority’s annual meeting, in accordance with the nominations put forward by each council. Changes in scrutiny membership between Combined Authority meetings can be ratified by delegated responsibilities given to the Monitoring Officer.

2.8 The Corporate Scrutiny Committee members this year are as follows:

<b>Member</b>	<b>Council</b>	<b>Party</b>
Alun Griffiths	Bradford	Liberal Democrat
Carol Thirkill	Bradford	Labour
Geoff Winnard	Bradford	Conservative
Mike Barnes	Calderdale	Labour
Brenda Monteith	Calderdale	Conservative
Megan Swift	Calderdale	Labour
Moses Crook	Kirklees	Labour
Paul Davies	Kirklees	Labour
Susan Lee-Richards	Kirklees	Green
Jane Dowson	Leeds	Labour
Peter Harrand	Leeds	Conservative
Paul Wray	Leeds	Labour
Samantha Harvey	Wakefield	Conservative
David Jones	Wakefield	Labour
Elizabeth Rhodes	Wakefield	Labour
Fiona Fitzpatrick	York	Labour

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<sup>1</sup> Meaning West Yorkshire councils

- 2.9 The committee welcomes the following as new members:
1. Alun Griffiths, previously a substitute
  2. Brenda Monteith
  3. Moses Crook
  4. Susan Lee-Richards, previously a substitute
  5. Paul Wray, previously on transport scrutiny
  6. Samantha Harvey, previously on economy scrutiny
  7. Fiona Fitzpatrick, previously a substitute
- 2.10 Current legislation requires a Scrutiny Chair to be from a different political party to the Mayor or the party that “has the most representatives among the members of the constituent councils on the combined authority”. The current Mayor Tracy Brabin represents the Labour Party and therefore a Scrutiny Chair cannot be a member of the Labour Party.
- 2.11 Cllr Peter Harrand was re-nominated and re-appointed by the Combined Authority as Chair of the Corporate Scrutiny Committee and Cllr Geoff Winnard was re-nominated and re-appointed as Deputy Chair.
- 2.12 Scrutiny Standing Order 1 allows members of one scrutiny committee to substitute for members of other scrutiny committees, from the same party and district. Substitutes count in the quorum and can vote on behalf of the member they are substituting for. Members who do not have a member from the same party and district on another committee to substitute for them, may appoint a full-time substitute – this year, these members are;
1. Alun Griffiths, Bradford, Lib Dem – *substitute to be confirmed*
  2. Fiona Fitzpatrick, Labour, York – substitute is Rachel Melly

#### Code of conduct for members and declaring pecuniary interests

- 2.13 All members and substitutes are bound by the [Code of Conduct for Members](#) and have a legal responsibility to complete a Declaration of Pecuniary Interests form within 28 days of being appointed to the committee.
- 2.14 Other relevant information and documents relating to members (accessible on the Combined Authority’s website) include:
- [Members’ Allowance Scheme](#)
  - [Member and Officer Protocols](#)
  - [Conflicts of Interest Policy](#)
  - [Procedure Standing Orders](#)

#### Statutory scrutiny guidance

- 2.15 The last statutory guidance ([‘Overview and scrutiny: statutory guidance for councils and combined authorities’<sup>2</sup>](#)) was issued by the government in May 2019. [Scrutiny Standing Order 16](#) obligates the Overview and Scrutiny

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<sup>2</sup> <https://www.gov.uk/government/publications/overview-and-scrutiny-statutory-guidance-for-councils-and-combined-authorities>

Committee and the Combined Authority to have regard to any guidance issued by the Secretary of State.

### **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 The terms of reference require this, and all committees, to promote inclusive growth in its actions.

4.2 It is proposed that each decision-making committee continues to designate an Inclusivity Lead. This will ensure that equality, diversity and inclusion is fully embedded in the objectives of the committees

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

5.1 The terms of reference require this, and all other committees, to consider equality and diversity in its actions and decision making.

5.2 The diversity of the committee will be kept under review and steps will be taken, in future recruitment campaigns, to ensure as far as possible that the membership is representative of the population we serve.

### **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 Corporate Scrutiny Committee notes the scrutiny and governance arrangements for 2022/23.

### **11. Background Documents**

[Scrutiny Standing Orders](#) (Part 4, Section 6 of the Constitution) (2022/23)

## [Constitution, West Yorkshire Combined Authority](#)

All other governance documents for the Combined Authority and the Leeds City Region Enterprise Partnership (LEP) can be found [here](#).

[‘Overview and scrutiny: statutory guidance for councils and combined authorities’](#) (7 May 2019, Ministry of Housing, Communities and Local Government - MHCLG)

## **12. Appendices**

Appendix 1 – Corporate Scrutiny Committee Terms of Reference

Appendix 2 – 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 function<sup>1</sup> 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 Function<sup>2</sup> or Mayoral General Function of the Combined Authority.<sup>3</sup>
  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<sup>4</sup>. To receive and monitor responses to any report or recommendation made by the Corporate Scrutiny Committee.

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<sup>1</sup> 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.

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

<sup>3</sup> 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

<sup>4</sup> This includes any matter considered by the LEP.

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## Part 4 – Procedure Rules

### Section 4.6 – Scrutiny Standing Orders

#### 1. Membership

- 1.1. Members of an overview and scrutiny committee are appointed in accordance with Article 8 (Overview and Scrutiny) in Part 2 of the Constitution.
- 1.2. A member of any overview and scrutiny committee may substitute for any member of a different overview and scrutiny committee from the same party and district.
- 1.3. Where a member has no substitute alternate from the same party and district on another overview and scrutiny committee, an additional substitute from the same party and district may be nominated and appointed to act as their substitute.
- 1.4. A Substitute may only act in the absence of a member where the member will be absent for the whole of the meeting.
- 1.5. A Substitute may not exercise any special powers or duties exercisable by the member for whom they are substituting<sup>1</sup>.

#### 2. Voting

- 2.1. Each member of an overview and scrutiny committee, or of any overview and scrutiny sub-committee, appointed from a Constituent Council has one vote.
- 2.2. Any member of an overview and scrutiny committee, or of any overview and scrutiny sub-committee, appointed from the Non-constituent Council is non-voting unless the Combined Authority has resolved to give such a member voting rights.
- 2.3. All questions coming or arising before an overview and scrutiny committee or an overview and scrutiny sub-committee shall be decided by a simple majority of the members present and voting on the question.
- 2.4. No member of an overview and scrutiny committee or sub-committee has a casting vote.
- 2.5. If a vote is tied on any matter, it is deemed not to be carried.

#### 3. Chair

- 3.1. The Combined Authority will appoint the Chair of any overview and scrutiny committee, see further Article 8 (Overview and Scrutiny) in Part 2 of the

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<sup>1</sup> Special powers or duties include any chairing responsibilities. A substitute may exercise any voting rights exercisable by the member for whom they substitute.

Constitution<sup>2</sup>.

- 3.2. The Chair of any overview and scrutiny sub-committee will be appointed by the appointing overview and scrutiny committee.

#### **4. Conflicts of Interest**

- 4.1. No member of an overview and scrutiny committee nor of a sub-committee may scrutinise a decision (whether or not implemented) in which they were directly involved as a member of the committee or sub-committee which made the decision.
- 4.2. Such a member may only attend the overview and scrutiny committee or sub-committee to:
  - make representations,
  - answer questions, or
  - give evidence about the decision.

#### **5. Quorum**

- 5.1. At least two-thirds of the total number of members of any overview and scrutiny committee or sub-committee must be present at a meeting before business may be transacted.

#### **6. Working Groups**

- 6.1. An overview and scrutiny committee or sub-committee may appoint a working group to contribute to and inform the scrutiny process, including by making recommendations.

#### **7. Work Programme and referral of matters to an Overview and Scrutiny Committee or Sub-Committee**

- 7.1. Each overview and scrutiny committee or sub-committee will set its own work programme.
- 7.2. The Combined Authority, any of its committees or the Mayor may ask an overview and scrutiny committee to review any matter or assist in developing budget and policy proposals, provided that the request is made in writing to the Scrutiny Officer, who will ensure that the matter is included in the agenda for, and discussed at, a meeting of the committee or sub-committee.
- 7.3. The following matters may be referred to an overview and scrutiny committee:
  - a) A member of an overview and scrutiny committee may refer to the committee any matter which is relevant to the functions of the committee,

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<sup>2</sup> The Combined Authority may appoint the Deputy Chair of an overview and scrutiny committee, but if no such appointment is made, the committee may appoint a Deputy Chair.

- b) A member of an overview and scrutiny sub-committee may refer to a sub-committee any matter which is relevant to the functions of the sub-committee,
  - c) A Combined Authority Member may refer to an overview and scrutiny committee any matter which is relevant to the function of the committee and is not an excluded matter; and
  - d) any member of a Constituent Council or the Non-Constituent Council may refer to an overview and scrutiny committee any matter which is relevant to the functions of the committee and is not an excluded matter.
- 7.4. Where a matter is referred to an overview and scrutiny committee by any member under Standing Order 7.3 (c) or (d) above, in considering whether to review or scrutinise a matter referred to the committee, the committee must have regard to any representations made by the member referring the matter as to why it would be appropriate for the committee to review or scrutinise the matter. If the committee decides not to review or scrutinise the matter, it must notify the member of its decision and the reasons for it.
- 7.5. An overview and scrutiny committee must provide a member with any copy of any report or recommendations which it makes in connection with any matter referred to it by the member under Standing Order 7.3 (c) or (d) above.
- 7.6. The LEP may seek input from an overview and scrutiny committee on any issue relating to policy and strategy development or otherwise. Any such request must be put forward to the Scrutiny Officer in the first instance, who will ensure that the matter is included in the agenda for, and discussed at, a meeting of an overview and scrutiny committee or sub-committee.

## **8. Scrutiny of the LEP**

- 8.1. The LEP and the Combined Authority (as the accountable body for the LEP) have agreed that the Combined Authority's scrutiny arrangements extend to the LEP, in accordance with these Standing Orders.
- 8.2. The LEP has agreed to share information with any overview and scrutiny committee or sub-committee, so that the committee or sub-committee can provide robust scrutiny and advice.
- 8.3. The contribution of the LEP to any meeting of an overview and scrutiny committee or sub-committee will be recorded with the outcome in the minutes of the meeting.

## **9. Meetings**

- 9.1. Overview and scrutiny committees will schedule regular meetings and meet as often as required to effectively discharge their functions.

- 9.2. An extraordinary meeting of an overview and scrutiny committee may be called by:
- the Chair of the committee, or
  - any five members of the committee from at least two different Constituent Councils.

## 10. Attendees

- 10.1. An overview and scrutiny committee or sub-committee may require the Mayor or any other Combined Authority Member or an officer<sup>3</sup> of the Combined Authority to attend before it to answer questions<sup>4</sup> or to provide information about any matter within its terms of reference.
- 10.2. Where a committee or sub-committee requires the Mayor or any other Combined Authority Member or officer to attend, the Scrutiny Officer shall inform that person in writing giving at least 5 clear working days' notice of the meeting. The notice will state:
- the date of the meeting they are required to attend,
  - the nature of the item, and
  - whether they must produce any papers for the committee.
- 10.3. The Mayor, any other Combined Authority Member, or officer must comply with any notice they are given.
- 10.4. Where, in exceptional circumstances, the person is unable to attend on the required date, the overview and scrutiny committee shall consult with the person to arrange an alternative date.
- 10.5. An overview and scrutiny committee or sub-committee may invite other people<sup>5</sup> to attend any meeting to:
- address it,
  - provide information,
  - discuss issues of local concern, and/or
  - answer questions.

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<sup>3</sup> The expectation is that this would be the Combined Authority's Managing Director or other senior officer who has exercised delegated authority in respect of an issue, or their nominee.

<sup>4</sup> A person is not obliged to answer any question which the person would be entitled to refuse to answer in or for the purposes of proceedings in a court in England and Wales.

<sup>5</sup> Including any Co-optee; members and officers from Constituent Councils, the Non-Constituent Council or other councils within the Leeds City Region; any member of the LEP Board; members of the public; any other stakeholders, advisors or assessors. The committee may pay any advisers, assessors and witnesses a reasonable fee and expenses.

- 10.6. Each member of an overview and scrutiny committee or sub-committee will be given the opportunity to ask attendees questions, contribute and speak.
- 10.7. Attendees assisting the committee must be treated with respect and courtesy.

## 11. Reports and Recommendations

- 11.1. An overview and scrutiny committee or sub-committee may make reports or recommendations to the Combined Authority<sup>6</sup> or the Mayor.
- 11.2. If an overview and scrutiny committee or sub-committee cannot agree a final report, a minority report may be prepared and submitted as an appendix to the majority report.
- 11.3. An overview and scrutiny committee or sub-committee may publish any report or recommendations, subject to Standing Order 13.
- 11.4. Where in the opinion of an overview and scrutiny committee, any report or recommendation relates significantly to any LEP activity or to LEP governance, the report or recommendation shall also be submitted to the LEP Board for consideration in a timely manner. Any response of the LEP Board shall be reported back to the overview and scrutiny committee or sub-committee which made the report or recommendation<sup>7</sup>.
- 11.5. Where in the opinion of an overview and scrutiny committee, any report or recommendation is of particular significance to any Constituent Council or the Non-Constituent Council over and above any other Council, the report or recommendation shall also be submitted to that Council for consideration. Any response of that Council shall be reported back to the overview and scrutiny committee or sub-committee which made the report or recommendation.

## 12. Notice

- 12.1. An overview and scrutiny committee or sub-committee may by notice require the Combined Authority or the Mayor within 2 months of receiving any report or recommendations or (if later) the notice, to:
  - consider the report or recommendations,
  - respond to the overview and scrutiny committee or sub-committee indicating what (if any) action the Combined Authority or the Mayor proposes to take,

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<sup>6</sup> All references to the Combined Authority in Standing Order 11 should be taken as including a reference to any relevant committee with authority to consider and respond to reports and recommendations on behalf of the Combined Authority. The Scrutiny Officer shall in consultation with the Chair of an overview and scrutiny committee determine whether a report or recommendation shall be considered by such a committee or by the Combined Authority.

<sup>7</sup> Where a notice has been served on the Combined Authority in accordance with Standing Order 12, any response of the LEP Board shall also be reported to the Combined Authority.

- publish the response, if the overview or scrutiny committee or sub-committee has published the report or recommendations, subject to Standing Order 13 below.

12.2. The Combined Authority or the Mayor must respond to a report or recommendations made by an overview and scrutiny committee or a sub-committee, within 2 months beginning with the date on which the Combined Authority or Mayor received the notice, and subject to Standing Order 13 below.

### **13. Publishing a Document: Confidential and Exempt Information**

13.1. Standing Order 13.2 applies to the publication of any document comprising a report or recommendations of an overview and scrutiny committee or sub-committee, or a response of the Combined Authority or the Mayor to any such report or recommendations.

13.2. In publishing the document the overview and scrutiny committee, sub-committee, the Combined Authority or the Mayor must exclude any confidential information<sup>8</sup> and may exclude any relevant exempt information<sup>9</sup>, see further the Access to Information Rules in Part 4 of the Constitution.

13.3. When providing a copy of a document, the overview and scrutiny committee, sub-committee, the Combined Authority or the Mayor may exclude any confidential information or relevant exempt information.

13.4. Where information is excluded, the overview and scrutiny committee, sub-committee, the Combined Authority or Mayor:

- may replace so much of the document as discloses the information with a summary which does not disclose that information, and
- must do so if, in consequence of excluding the information, the document published would be misleading or not reasonably comprehensible.

### **14. Call-In of Decisions**

14.1. The following decisions may be called-in for scrutiny:

- any decision of the Combined Authority<sup>10</sup> or of any decision-making committee of the Combined Authority<sup>11</sup>, and
- any Key Decision taken by the Mayor, other Combined Authority

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<sup>8</sup> This has the meaning given by section 100A (3) of the Local Government Act 1972.

<sup>9</sup> This means exempt information of a description specified in a resolution of the overview and scrutiny committee or sub-committee or the Combined Authority which applied to the proceedings, or part of the proceedings at any meeting at which the report was or recommendations were considered.

<sup>10</sup> Including in relation to the Combined Authority's role as the accountable body for the LEP.

<sup>11</sup> With the exception of the Governance and Audit Committee.



Member (on behalf of the Mayor) or an officer.

with the exception of:

- any decision which the decision-maker has resolved is urgent<sup>12</sup>.
- any decision relating to approving or amending governance arrangements

14.2. **Five members of the overview and scrutiny committee** to include **at least one member from two different Constituent Councils** may call-in a decision eligible for call-in by notifying the Scrutiny Officer by 4pm on the **fifth working day** following publication under Standing Order 14.3 or 14.4.

14.3. The Head of Legal and Governance Services shall publish details<sup>13</sup> of any decision taken at a meeting of **the Combined Authority or committee** eligible for call-in within **2 clear working days** of a meeting.

14.4. Any other **Key Decision taken by the Mayor, a Combined Authority Member** (on behalf of the Mayor) or taken by **an officer** will be published as a written record within **2 clear working days** of the decision being made, see further Article 13 (Decision Making) in Part 2, and the Access to Information Rules in Part 4 of the Constitution.

## 15. Implementing and Scrutinising Decisions which are Eligible for Call-In

15.1. An urgent decision may be implemented immediately<sup>14</sup>.

15.2. Any other decision of the Combined Authority or a committee, or Key Decision taken by the Mayor, any other Combined Authority Member (on behalf of the Mayor) or an officer may be implemented after **midday** of the **sixth clear working day** after the publication of the decision, unless it is called-in.

15.3. On receipt of a call-in request, the Scrutiny Officer shall:

- notify the decision-maker<sup>15</sup> of the call-in,
- consult with the Chair of the relevant overview and scrutiny committee about whether to issue a direction under Standing Order 15.4 below, and
- call a meeting of the overview and scrutiny committee, to scrutinise the decision.

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<sup>12</sup> A decision will be urgent if any delay likely to be caused by the call-in process would prejudice the Combined Authority's, any Constituent Council's or the public's interests.

<sup>13</sup> To members of the relevant overview and scrutiny committee.

<sup>14</sup> The Scrutiny Officer must report such decisions to the next available meeting of the relevant overview and scrutiny committee, together with the reasons for urgency.

<sup>15</sup> That is, (for Non-Mayoral Functions) each Combined Authority Member, or the members of the relevant committee or the relevant officer, or (for Mayoral General Functions) the Mayor or other Combined Authority Member or officer.

- 15.4. Where a decision is called-in, the Scrutiny Officer, in consultation with the Chair of the relevant overview and scrutiny committee, may direct that the decision is not to be implemented while it is under review or scrutiny by an overview and scrutiny committee, for a period not exceeding 14 days from the date on which the direction is issued.
- 15.5. An overview and scrutiny committee must scrutinise the decision within 14 days of the Scrutiny Officer receiving the request for call-in, or before the expiry of any direction, if earlier.
- 15.6. Where an overview and scrutiny committee has scrutinised a decision, it may recommend that the decision is re-considered by the decision-maker<sup>16</sup>. Any decision which is recommended for re-consideration may not be implemented while any direction under this Standing Order is of effect, except in accordance with Standing Order 15.7 below.
- 15.7. The Scrutiny Officer will notify the decision-maker<sup>17</sup> of the outcome of the scrutiny by the overview and scrutiny committee, within **2 clear working days** of the meeting. Where the decision has not been recommended for re-consideration, it may be implemented on receipt of this notification.
- 15.8. The decision-maker must reconsider any decision not later than 10 days after the date on which the recommendations of an overview and scrutiny committee are received.
- 15.9. The Chair of the overview and scrutiny committee or their nominee may attend any meeting which is re-considering the decision, to present the report or recommendations<sup>18</sup>.
- 15.10. The decision-maker may confirm, amend or rescind the decision. Their response should be published in accordance with Standing Order 13.
- 15.11. A decision which has been confirmed or amended by the decision-maker may be implemented immediately.

## **16. Guidance of the Secretary of State**

- 16.1. An overview and scrutiny committee or sub-committee must have regard to any guidance issued by the Secretary of State<sup>19</sup>.

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<sup>16</sup> The Scrutiny Officer shall in consultation with the Chair of the overview and scrutiny committee determine whether a report or recommendation relating to a decision of an officer or a committee in respect of Non-Mayoral Functions is considered by the Committee (where the decision falls within its terms of reference) or the Combined Authority. A report or recommendation relating to a decision of the Combined Authority shall be considered by the Combined Authority. In relation to Mayoral General Functions, the Mayor should be asked to consider any report or recommendation.

<sup>17</sup> Notification of the outcome shall be provided to each Combined Authority Member, or of any relevant committee, or to the relevant officer.

<sup>18</sup> The Chair must notify the Scrutiny Officer that they intend to attend the meeting 3 clear working days before the meeting. The Mayor should invite the Chair or their nominee to present the report or recommendations to them.

<sup>19</sup> Under Local Democracy, Economic Development and Construction Act 2009 Schedule 5A paragraph 2(9).

## **17. Statutory Scrutiny Officer**

- 17.1. Any references in these Standing Orders to the Scrutiny Officer are to the officer designated as such by the Combined Authority, see further Article 12 (Officers) at Part 2 of this Constitution.
- 17.2. The Combined Authority shall not designate an officer of any Constituent Council as Scrutiny Officer for the Combined Authority.
- 17.3. The statutory functions of the Scrutiny Officer are:
  - to promote the role of any overview and scrutiny committee or sub-committee,
  - to provide support and guidance to any overview and scrutiny committee or sub-committee and its members, and
  - to provide support and guidance to members of the Combined Authority in relation to the functions of any overview and scrutiny committee or sub-committee.
- 17.4. The Scrutiny Officer shall also facilitate appropriate scrutiny of LEP decision-making and achievements.

## **18. Additional Rights of Access to Documents**

- 18.1. Additional rights of access to documents for members of any overview and scrutiny committee or sub-committee are set out in the Access to Information Rules in Part 4 of the Constitution.

## **19. Public Notice of Proposed Key Decisions**

- 19.1. Provisions relating to the public notice of proposed Key Decisions are set out in the Access to Information Rules in Part 4 of the Constitution.

## **20. Interpretation**

- 20.1. The Chair of an overview and scrutiny committee meeting or sub-committee meeting shall make any final decision at that meeting about:
  - how the Scrutiny Standing Orders should be interpreted with respect to the conduct of the meeting, or
  - any question of procedure not provided for by the Scrutiny Standing Orders.
- 20.2. The Head of Legal and Governance Services shall make any final decision about how to interpret any Scrutiny Standing Order outside of a formal committee or sub-committee meeting.

**Document version control**

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<b>To be of effect from:</b>	23 June 2022

**MINUTES OF THE MEETING OF THE CORPORATE SCRUTINY  
COMMITTEE HELD ON FRIDAY 11 MARCH 2022 IN IN COMMITTEE  
ROOM 1, WELLINGTON HOUSE, 40-50 WELLINGTON STREET,  
LEEDS, LS1 2DE**

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**Present:**

Councillor Peter Harrand (Chair)	Leeds City Council
Councillor Geoff Winnard (Deputy)	Bradford Council
Councillor Mike Barnes	Calderdale Council
Councillor Andrew Cooper	Kirklees Council
Councillor Paul Davies	Kirklees Council
Councillor Jane Dowson	Leeds City Council
Councillor Jacob Goddard	Leeds City Council
Councillor Tony Homewood	Wakefield Council
Councillor George Robinson	Calderdale Council
Councillor Melanie Stephen	Kirklees Council
Councillor Jeanette Sunderland	Bradford Council
Councillor Carol Thirkill	Bradford Council

**In attendance:**

Khaled Berroum	West Yorkshire Combined Authority
Faye Barker (Minute 10 only)	West Yorkshire Combined Authority
David Gill (Minute 11 only)	West Yorkshire Combined Authority
Joanne Grigg (Minute 9 only)	West Yorkshire Combined Authority
Lorna Jones (Minute 8 only)	West Yorkshire Combined Authority
Dave Pearson (Minute 7 only)	West Yorkshire Combined Authority
Hannah Scales	West Yorkshire Combined Authority
Ben Still (Minutes 7-8 only)	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority

**1. Apologies for absence**

Apologies for absence were received from Councillors Jeanette Sunderland, David Jones, Betty Rhodes, Tony Hames, Rachel Melly and Jacob Goddard with Councillors Alun Griffiths, Fiona Fitzpatrick and Paul Wray as substitutes.

The meeting was confirmed as quorate, with 12 members present out of 11 needed for quorum.

**2. Declarations of Disclosable Pecuniary Interests**

There were no declarations of disclosable pecuniary interests.

### **3. Possible exclusion of the press and public**

There were no items requiring the exclusion of the press and public.

### **4. Minutes of the informal meeting held on 19 November 2021**

**Resolved:** That the notes of the inquorate meeting held on 19 November 2021 be noted and entered as public record of what was discussed.

### **5. Notes of the informal meeting held on 21 January 2022**

**Resolved:** That the notes of the inquorate meeting held on 21 January 2022 be noted and entered as public record of what was discussed.

### **6. Chair's update and comments**

The Committee received a verbal update from the Chair. The Chair welcomed Members to the first meeting in the newly renovated building and asked Officers if Scrutiny could see the closure report of the Accommodation Project.

The Committee heard that a wrap-up session was due to be arranged for the end of the year to evaluate progress and performance of the Committee and forward plan for the coming year. Members noted the initial proposed changes to the Committee structure and plans going forward to transfer place/environment work from the Economy Scrutiny Committee to Transport Scrutiny Committee.

Members also noted the Communications Team re-structure, including a new Head of News and Head of Marketing. The possibility of Scrutiny to look into the Communications Team re-structure amidst consideration of wider staff structure was also discussed.

The Chair suggested that in future Members with particular specialisms/interests take a lead on relevant topics and lead discussion and questioning on those items.

The Chair sought clarification on the position of the Combined Authority on Welcome to Yorkshire which was confirmed to be not directly involved. West Yorkshire Leaders and CEO of Kirklees Council had an interest in the resolution. In future, tourism might fall under the Mayor's wider culture plans.

**Resolved:** That the Chair's verbal update be noted.

### **7. Transport Committee Review**

The Committee received an update on the Transport Committee Review following the Combined Authority meeting on 3 February.

In questions and discussions, members sought clarification on a number of things including:

- **Allowances:** The Independent Remuneration Panel had been instructed to assess the level of allowances paid for the roles of Deputy Chair, Transport Engagement Lead and Ordinary Member. The IRP's findings were planned to be reported back to the Combined Authority at its meeting next week on 17 March 2022.
- **Aim of review / change in ToR:** Members were unsure the final proposal fulfilled the initial aims of the review to make Transport Committee consistent with other thematic decision-making committees.
- **Roles and numbers:** Questions were raised regarding the lack of consistency in membership structure, particularly, the lack of private sector and advisory members on Transport Committee compared to others and the lack of backbench members on other Committees as opposed to Transport Committee. Members felt that a backbench member presence would pull the Transport Committee back into a Scrutiny role, as previously.
- **Two Deputy Chairs:** Members felt the two Deputy Chair roles were difficult to justify as no other Committee had these roles. The Transport Committee had a large workload which was expected to increase in the future with mass transit and bus franchising. The two Deputy Chair roles were intended to be thematic with significant workloads. The remit of each Deputy Chair would be agreed from year-to-year to secure a balance of anticipated workloads.
- **Cross-boundary working:** Some Members felt that cross-boundary working should be more explicit in the Terms of Reference (ToR) as well as how the liaison with Climate and Place Committees as written in the ToR would work in practice.
- **Case study of decisions at the CA:** The Scrutiny Committee needs to fully understand the decision-making process at the Combined Authority. Members wished to know who was responsible for setting the parameters, where ideas originated from and whether the conclusions were motivated by evidence or influenced by political concerns. This was considered to be a potential future topic of enquiry for the Committee.

**Resolved:** That the report be noted, and the Committee's feedback and conclusions be considered further.

## 8. Business Planning, Budget and Funding Priorities

The Committee was provided with an overview of progress on the 2022/23 business plans and a report on performance against the current Combined Authority's 2021/22 Corporate Key Performance Indicators.

In questions and discussions, members sought clarification on a number of things including:

- **KPIs:** Clarity of definitions in target setting and methodology when assessing achievement/performance was requested; an example was the sustainable/affordable houses pledge, Members wished to know the definition of sustainability (or affordability) and how the level/success of sustainability was determined.
- **Impact of Inflation:** Members questioned whether a bigger inflation rate had been factored into the budget. Inflation at 2% was factored in for staff salaries and 5% for energy and other operating costs. Members heard that some contracts were fixed, others connected to RPI which had risen higher than expected. The Committee was interested in receiving the raw figures against the percentages. Members were informed that budget holders were responsible for monitoring further impact and identifying and implementing solutions.
- **Equality, Diversity, Inclusion (EDI):** Members were informed that EDI was now embedded in all KPIs as opposed to being a separate measure. Members discussed EDI target setting which reflected the area's demographic, as a minimum, matching the demographic (for example 50% female, 20% BAME).

Some Members felt the report contained too many abbreviations which should be written in full for Member and public benefit and inclusion. Members agreed the length of report was good as the detail allowed Members to contextualise and pose helpful questions.

**Resolved:** That the report be noted, and the Committee's feedback and conclusions be considered further.

## 9. Workforce

The Committee was provided with further information relating to the Combined Authority's workforce as requested.

In questions and discussions, members sought clarification on a number of elements including:

- **Recruitment and Retention:** Members heard about the current challenge facing the Combined Authority (including other local authorities) in recruiting and retaining staff. Pay was highlighted as a particular challenge with private sector paying more for roles such as marketing or project management. The Combined Authority's Hays system of salary calculation could be refined or reconsidered entirely. Members also discussed the possibility of paying bonuses for scarce skills and the focus of 'homegrown' talent and internal development including the possibility of apprenticeships to supplement the lacking talent pool.



- **Overall Package:** It was emphasised that flexibility in working, training and progression, wellness, and quality of life as well as pay were equally important. Members emphasised the need to advertise the benefits of working in government and the wider public sector such as pensions and the travel pass.
- **Pooling Staff Resource:** A discussion took place regarding a previous seemingly unsuccessful WY-wide memorandum of understanding which intended to stop social worker salary competition. It was suggested that a better approach could be to pool common skills instead of competing, the challenge with this approach was different pay scales and systems.

**Resolved:** That the report be noted, and the Committee's feedback and conclusions be considered further.

## 10. Social Value in Procurement

The Committee was advised of the Themes, Outputs and Measures (TOMs) selected to use to measure social value obtained by the Combined Authority in the future.

In questions and discussions, members sought clarification on a number of things including:

- **Monetary Value:** Members expressed interest in understanding the algorithm used to calculate the monetary value of each social target.
- **Focus of TOMs:** There was concern that having too many monitorable targets could dilute focus and impact. Members noted that the long list of TOMs had already been shortened, Members questioned if the list could be shortened further.
- **Supplier Onus:** Members noted that TOMs had been rolled out across the board, TOMs were now an established industry standard and well understood in procurement circles.

It was suggested that a case study would be useful to look at the TOMs process in practice and cases where social value was considered more important than the monetary aspect.

**Resolved:** That the report be noted, and the Committee's feedback and conclusions be considered further.

## 11. Cyber Security

The Committee received a report which provided details on the Combined Authority's current position regarding cyber security and ICT resilience.

Recent events particularly the pandemic and Ukraine crisis had significantly increased the risk of cyber-attacks and emphasised the importance of digital

infrastructure. The last major cyber incident at the Combined Authority was a 'zero-day virus' 5 years ago.

Members noted that human error was the major weakness in the infrastructure and the entry point for cyber-attacks and hackers. Although human error could not be eliminated entirely it was emphasised how important rigorous staff training was, ensuring staff vigilance and ability to identify potential risks. The Committee heard that some simulated phishing emails would be sent out in future to test staff's awareness and resilience.

Responsibility of the Combined Authority's data had been moved to specialist suppliers and trusted partners through a multi-vendor approach, all data had been put on the cloud which sat on 3 different servers. Members were concerned about a potential overreliance on cloud services and external servers.

**Resolved:** That the report be noted, and the Committee's feedback and conclusions be considered further.

## **12. Corporate Scrutiny Work Programme 2021/22**

The Committee considered the Work programme for 2021/22. The Annual Report was due to be produced and short wrap-up sessions arranged for each Scrutiny Committee.

The Chair also urged Members to seek reappointment to Corporate Scrutiny Committee for continuity and progression.

**Resolved:** That the 2021/22 Work Programme is noted.

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**Report to:** Corporate Scrutiny Committee

**Date:** 23 September 2022

**Subject:** **Budgets, inflation and corporate performance**

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**Director:** Angela Taylor, Director of Corporate & Commercial Services

**Author:** Katie Hurrell, Head of Finance

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## 1. Purpose of this report

- 1.1 To advise the Committee of the approach being taken to budget and business planning for 2023/24.
- 1.2 To advise the Committee of the emerging budget pressures on revenue and capital budgets.
- 1.3 To consider the Q1 Key Performance Indicators.

## 2. Information

### Approach to budget and business planning

- 2.1 Initial work on the budgets has now started and will need to be undertaken in the context of a revised medium term financial strategy. Work will take place over the autumn in order to present budgets, the transport levy and business plans for formal approval to the Combined Authority meeting in February 2023. It is proposed that the work to deliver the required balanced budget, alongside an agreed business plan, will be overseen by FRCC, with formal updates provided to the Combined Authority meeting and other committees at key points during the year. The budget timeline is attached as **Appendix 1** for consideration.
- 2.2 The budget will also need to take into account the approved use of gainshare and how this supports the delivery of the Combined Authority's priorities and future borrowing and investment plans. **Appendix 2** provides the latest position with gainshare allocations and approvals.
- 2.3 Significant variances emerged at 21/22 year-end in relation to expenditure on bus tendered services and concessionary travel and this was reported to the

July meeting of the Combined Authority. A thorough review conducted by Internal Audit and supported by Finance is now reaching a conclusion, and is expected to make recommendations to ensure budgetary monitoring within the function is suitably robust and to address any weaknesses or gaps in current controls. Reports prepared for the July and September meetings of the Combined Authority sought approval to vire budget from the concessionary travel budget to the bus tendered services budget to meet additional costs arising from inflation, operator actions and the business failure of local operator CT Plus.

### Budget pressures

- 2.4 In year budget pressures are emerging on bus tendered services as set out above with an additional £3 million of costs incurred to date. This pressure will continue as inflation on fuel and salaries continues to rise and bus operators reflect this in their tender prices. Inflation is also starting to affect contracts in other areas but the impact is staggered depending on the timing of the renewal of contracts or the anniversary date on which annual inflation is applied. Energy costs are determined by a flexible contract with YPO that can vary in year with the price being affected by their forward trades. It is currently anticipated that there will be an additional in-year pressure of between £500k and £1 million on energy costs and increased costs will continue into next year.
- 2.5 Salary costs are also expected to exceed budget this year as in line with the other West Yorkshire local authorities an allowance was made for a 2% pay award. The current local government offer is nearer 4% and it is expected that the Combined Authority pay award will therefore also be at a higher level than that budgeted, giving rise to an additional pressure of a further £500k.
- 2.6 The challenges continue into setting the budget for the financial year 2023/24 which will again be particularly impacted by a number of strategic factors where there still remains significant uncertainty. These include the continued impact of the Covid-19 pandemic and inflation on bus, the need to address the economic downturn, inflationary pressures on business and contracts, cost of living crisis and to support residents. Future funding uncertainties continue and at the same time the future funding model for combined authorities remains unclear. There is uncertainty on other funding sources, including bus recovery funding (recently extended to March 2023 only) and Combined Authority and LEP core funding. The priorities of the new government may also influence where funding is directed.
- 2.7 The budget forecast for 2022/23 is currently being updated and this will then inform the three-year medium term financial strategy, noting that there are currently budget funding gaps in the next two years. This will also need to consider any changes in expected income, particularly where this is funding people and services and is not guaranteed to continue. For example the Growth Service team had its annual 2022/23 BEIS grant funding cut by 50% compared to last year and there are 10 further programmes where funding is due to end in 2022/23.

## Capital Programmes Inflation - Overview

- 2.8 Construction costs have been escalating on our transport projects due to a number of reasons, including Brexit, covid and other external factors, such as the Ukraine crisis which is driving high inflation rates. As a result of these, we are collectively experiencing significant rises in inflation costs on our capital programmes and projects. Previously inflation was roughly 2%, but it increased to 9.6% (June 2022) and is still rising. This is having a significant impact on project costs, resulting in pressure on our allocated funding to meet these increasing costs.
- 2.9 The West Yorkshire Transport Fund (WY+TF) is a £1billion programme which is currently overprogrammed by £151 million. Transforming Cities Fund (TCF) has similar issues with overprogramming and the City Region Sustainable Transport Settlement (CRSTS) inflation figure in the bid is already lower than current inflation costs, and delivery has yet to commence on most of these schemes.
- 2.10 Assuming continuing high inflation costs there is insufficient funding to deliver all the schemes in the current programmes at this time. There is a need therefore to reduce the commitment on current programmes by pausing schemes, or by delivering schemes in phases or over longer timeframes and ensure that projects nearing delivery can go into delivery and successfully complete. This is exacerbated by staffing challenges, with all partner authorities and the Combined Authority facing difficulties in filling staff vacancies.
- 2.11 In June the Finance, Resources and Corporate Committee agreed that a process should be undertaken to pause some schemes and/or include later delivery phases onto the transport pipeline, where they will seek funding from other sources.
- 2.12 An exercise is therefore underway to assess all projects within the WY+TF and TCF based on the following criteria:
- Affordability – are these projects affordable within their allocated funding?
  - Deliverability – are projects deliverable within the timescales agreed? Do they have resource pressures?
  - Strategic Fit – are projects promoting sustainable transport (bus and active travel)?
- 2.13 Officers from the Combined Authority and partner councils are considering each project against the criteria above and to gain an understanding of which projects are the highest priority.
- 2.14 Initial review meetings have taken place with each partner and the Combined Authority and these will be brought to a conclusion for the November meeting of the Finance, Resources and Corporate Committee.

## Corporate Key Performance Indicators (KPI's) 2022-23 (Quarter 1)

- 2.15 The budget process will progress alongside the development of business plans for 2023/24. The current year business plans are being reviewed to consider if any in year changes are required, particularly from the perspective of needing to respond to the cost of living and cost of doing business crisis. A key mechanism through which performance against each annual business plan is monitored is via corporate key performance indicators. The 2022/23 KPIs received approval at the Finance, Resources and Corporate Committee on 5<sup>th</sup> April 2022.
- 2.16 These strategic KPIs are intended to provide a summary level overview of organisational performance against overarching corporate objectives. They therefore measure the specific contribution of the Combined Authority to achieving these corporate objectives through its day-to-day activities, rather than measuring wider performance against shared regional ambitions.
- 2.17 The region's progress against a range of economic, social and environmental indicators is reported through the annual State of the Region report, which is due to be published this autumn, and through regular reports to each of the Combined Authority's thematic committees.
- 2.18 In order to measure performance against the Combined Authority's business plans and strategic priorities, a detailed set of KPIs for 2022/23 has been developed for each directorate and is being routinely monitored throughout the financial year.
- 2.19 The 2022-23 Quarter 1 performance dashboard is provided in **Appendix 3**. A commentary on achievement to date is included against each KPI and a RAG rating applied. While good progress has been made on certain KPIs others are at risk of underachieving and a focus on mitigations to address this will continue, with a further update to be produced each quarter.
- 2.20 Particular efforts have been made to ensure that equality, diversity and inclusion is the golden thread running through our business planning cycle and these are outlined in the performance dashboard.
- 2.21 The 2022-23 Quarter 1 performance dashboard has been considered by the Finance, Resources and Corporate Committee on 6 September 2022. It welcomed progress and recommended that subsequent dashboards should incorporate a 'direction of travel' arrow to indicate if delivery and performance is improving or declining. The Committee is asked to consider the progress to date and whether they require any further information.

### 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 Furthering Inclusive Growth objectives is a core aim of the business plan, as are taking all opportunities to improve EDI outcomes for the organisation and

for the delivery of its policies. This will be explicitly included in all business plans, in Directorate objectives, and in the KPIs. Corporate KPIs will include EDI targets and actions.

## **5. Financial Implications**

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

## **6. Legal Implications**

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

## **7. Staffing Implications**

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

## **8. External Consultees**

8.1 No external consultations have been undertaken.

## **9. Recommendations**

9.1 That the Committee notes and comments on the approach being taken to budget and business planning for 2023/24.

9.2 That the Committee notes and comments on the emerging budget pressures on revenue and capital budgets.

9.3 That the Committee notes and comments on the 2022/23 Q1 Key Performance Indicators.

## **10. Background Documents**

None.

## **11. Appendices**

Appendix 1 – Budget timetable

Appendix 2 – Gainshare position

Appendix 3 – 2022-23 Quarter 1 performance dashboard

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### 2023/24 Business Planning & Budget Setting Timetable

Month	Activity
July 2022	Senior Leadership Board scene setting
August	Initial workshop held with SMT looking at in year business plan revisions and subsequent impacts to the budget
September	<p><b>FRCC meeting - consider budget and business planning process</b>                      Production of first version of 23/24 budget, in alignment with business planning.                      First drafts of business plans produced  <b>SLB review of budget strategy and business plans (23rd September)</b></p>
October	<p>Production of second version of 23/24 budget                      Individual directorate budget and business plan engagement and challenge sessions with directors                      Briefings with WY Directors of Finance  <b>Budget briefings and discussions with Members</b>  <b>Budget paper to Combined Authority meeting</b></p>
November	<p><b>FRCC meeting - budget assumptions and draft position</b>  <b>Further Member briefings</b>  <b>Corporate Scrutiny consideration of budget</b>                      Production of third version of 23/24 budget</p>
December	<p><b>Draft budget and business plans to go to the Combined Authority meeting (8th December)</b>                      Finalisation of budget</p>
January 2023	<p><b>SLB review of budgets and business plans (13th Jan)</b>  <b>Consideration of final budget proposal by FRCC</b>                      Finalisation of budget papers  <b>Treasury management strategy and reserves strategy considered by Governance and Audit Committee</b></p>
February	<p><b>Final budget and business plans to go to the Combined Authority meeting 2 Feb for approval.</b>                      Issue of levy letters</p>

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Gainshare Forecast - August 2022

Investment  Approved Scheme Description	Indicative Proposed Gainshare request £	Current Responsible Directorate	Actual	Forecast	Forecast	Forecast	Forecast  Total £
			Spend	Spend	Spend	Spend	
			21.22 FY	22.23 FY	23.24 FY	24.25 FY	
Capacity - Mayoral team and elections costs	11,750,000	Corporate	3,587,285	1,750,000	4,750,000	1,662,715	11,750,000
<b>IP1: Good jobs and resilient businesses</b>	<b>22,090,647</b>						
Capacity funding				590,647			590,647
Pipeline project				-	3,500,000	2,000,000	<b>5,500,000</b>
COVID Economic recovery (local authorities)		Economic Services	5,000,000	-			5,000,000
Economic Recovery - Entrepreneurship (package of support)		Economic Services	212,872	1,485,072	2,445,581	1,856,475	6,000,000
Support Local Business (programme development)		Policy	-	47,979	166,667	284,401	499,046
Business Productivity Programme		Economic Services		1,060,953	3,440,000		4,500,953
<b>IP2: Skills and training for people</b>	<b>22,253,501</b>						
Capacity funding				1,253,501			1,253,501
Pipeline project				-	3,400,000	3,500,000	<b>6,900,000</b>
Re-boot – (adult re-skilling programme)		Economic Services	137,383	1,757,811	2,000,000	2,605,000	6,500,194
Employment hub (brokering people to jobs)		Economic Services	2,321,283	4,678,523			6,999,806
Develop and embed Fair Work Charter	-	Policy	-	200,000	200,000	200,000	600,000
<b>IP3: Creating great places and accelerated infrastructure</b>	<b>17,089,730</b>						
Capacity funding				5,089,730			5,089,730
Pipeline project				3,000,000	2,500,000	6,100,000	11,600,000
Inclusivity Champion role and inclusive growth pipeline development		Policy	-	100,000	150,000	150,000	400,000
<b>IP4 - Tackling the Climate Emergency and Environmental Sustainability</b>	<b>41,654,359</b>						
Capacity funding				1,654,359			1,654,359
Pipeline project				-	20,000,000	17,357,156	<b>37,357,156</b>
Economic Recovery - Health Innovation		Policy	14,365	55,753	62,503	67,379	200,000
Economic Recovery - Net Zero Region Accelerator		Policy	74,243	360,491	365,267		800,000
Green Jobs Taskforce and Gateway		Policy	-	200,000	200,000	100,000	500,000
Greener Together		Policy	-	306,604			306,604
the West Yorkshire Climate & Environment Plan – Wave 1		Policy		836,240			836,240
<b>IP5 - Future Transport</b>	<b>59,492,616</b>						
Capacity funding				1,432,616			1,432,616
Pipeline project				-	5,500,000	4,060,000	<b>9,560,000</b>
Begin Bus Franchising assessment incl legal & commercial advice		Policy		468,824	531,176		1,000,000
<i>Transforming Cities - support to fund the 'high scenario' bid for WY schemes.</i>		Capital		9,500,000	19,000,000	19,000,000	47,500,000
<b>IP6 - Culture and Creative Industries</b>	<b>12,819,147</b>						
Capacity funding				1,319,147			1,319,147
Pipeline project				-	3,598,328	5,750,000	<b>9,348,328</b>
Creative New Deal		Policy	-	165,000	145,000		310,000
Creative New Deal - Beyond Brontes		Economic Services	95,000	95,000			190,000
Bradford Literature Festival to support the festival in 2022		Policy		250,000			250,000
Kirklees Year of Music		Policy		850,000			850,000
Women of the World (WoW)		Policy		551,673			551,673
	<b>187,150,000</b>		<b>11,442,431</b>	<b>39,059,923</b>	<b>71,954,521</b>	<b>64,693,126</b>	<b>187,150,000</b>

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## Corporate Key Performance Indicators 2022 – 23

Empowering our communities, towns and cities to thrive							
	Business plan objective	2022/23 Target	Owner	Equality, Diversity and Inclusion measure	RAG rating	2022/23 Target Progress	Equality, Diversity and Inclusion progress
E1	Continue to ensure the bus network is inclusive with good connectivity for all of our communities.	<ul style="list-style-type: none"> <li>% of areas of high Indices of Multiple Deprivation with access to a 30 minute or more frequent bus service</li> </ul>	Head of Mobility Services	Assess demographics of each area of multiple deprivation .		<ul style="list-style-type: none"> <li>Tools have been developed to assess network impact with an EDI lens.</li> <li>Commercial local bus market is volatile. Bus operators indicated up to 100 local bus services will be reduced, &amp; up to 26 local bus routes withdrawn.</li> <li>The Mayor has written to Government for continuation funding after the end of September.</li> <li>30 minute frequency target identified is not deliverable given constrained budget and high levels of inflation. This will be reviewed.</li> </ul>	<ul style="list-style-type: none"> <li>Key pressure is on retention of existing bus network with constrained funding budget.</li> <li>If the service cuts are implemented by bus companies, areas of the community will be left unserved by bus services.</li> </ul> <p><b>August Update</b></p> <ul style="list-style-type: none"> <li>On 18<sup>th</sup> August DfT announced additional funding for six months.</li> <li>The new funding will help to stabilise the bus network, but this will be subject to negotiation with bus operators.</li> </ul>
E2 35	Delivery of Brownfield Housing Fund (BHF) Programme (year 3 of 5) – BHF aims to deliver a start on site for 4500+ new homes on brownfield land which can demonstrate a market failure, and a Benefit Cost Ratio of 1.	<ul style="list-style-type: none"> <li>Progression of 10 Business cases through Assurance Framework to enable 1200 new homes on brownfield land by 31st March 2023</li> </ul>	Head of Economic Implementation	<ul style="list-style-type: none"> <li>Projects undertake Equality Impact Assessment's</li> <li>Identify developments that contribute in areas of Indices of Multiple Deprivation.</li> </ul>		<ul style="list-style-type: none"> <li>Q1 – no business cases progressed to Programme Appraisal Team (PAT) however the programme is on track to take 3 Outline Business Cases – approx. 890 homes - to Programme Appraisal in Q2 July/Aug, and to Place Committee in September for approval.</li> <li>The programme has secured an additional £22m Government funding, therefore the output target is expected to increase over the year.</li> </ul>	<ul style="list-style-type: none"> <li>Each project has completed an Equality Impact Assessments (EqIA) which will be updated as it progresses through the Assurance Framework.</li> <li>Of the 890 homes subject to OBC approval in Q2, approx. 200 are anticipated to be affordable across a range of tenures, including an element of supported living for people with special needs (learning, physical &amp; mental) &amp; accommodation for the elderly.</li> </ul>
E3	Prepare new policy and maintain existing policies as part of the Strategic Economic Framework including consultation where relevant (ensuring good reach and consideration of EDI).	<ul style="list-style-type: none"> <li>West Yorkshire Housing Strategy to be approved (Quarter 4).</li> <li>West Yorkshire Nature Recovery Strategy to commence (Summer 2022)</li> <li>West Yorkshire Low Emissions Strategy updated (Quarter 4).</li> <li>Flood Review (refresh complete - Quarter 4).</li> </ul>	Head of Place and Environment Policy	<ul style="list-style-type: none"> <li>New policies / plans include how to improve the quality of place for people in disadvantaged communities and from diverse backgrounds. Where consultation is to be undertaken, focus on engaging with people from diverse groups.</li> <li>The policies will contribute to the investment priority outcomes and will be reported through the state</li> </ul>		<ul style="list-style-type: none"> <li>West Yorkshire Housing Strategy – commencement initial phases 1 and 2 out to procurement, which will establish a new project timetable</li> <li>Initial work started to learn about scope of West Yorkshire Nature Recovery Strategy.</li> <li>Flood Review refresh – commencement delayed due to a lack of resource (diverted onto Climate and Environment Plan Wave 1 project development). Also, a need to delay start to allow for</li> </ul>	<ul style="list-style-type: none"> <li>The Dementia-ready Housing Task Force is focussing on issues for people from BAME backgrounds and those from all LGBTQIA+ groups as one of its' themes.</li> <li>The refresh of the Flood Review/ integration within a wider Climate Resilience Strategy will include an Equality Impact Assessment and consideration of EDI Issues.</li> </ul>

				of the region report for example access to green space from disadvantaged communities (just over a fifth of West Yorkshire's population have easy access to local natural greenspace), and properties at risk of flooding (around 4% of residential properties in West Yorkshire fall within a flood zone).		consideration of the flooding work in the wider climate resilience landscape. <ul style="list-style-type: none"> <li>Dementia-ready Housing Task Force is set up and is to commission a WY dementia strategy as part of the Housing Strategy.</li> </ul>	
E4	Build integrated place-based pipelines and secure funding that further our inclusivity and levelling up ambitions (aligned to capital and revenue funding opportunities).	<ul style="list-style-type: none"> <li>Spatial Priority Areas - further definition and enabling, inc. strategic partnership with Homes England by Quarter 2,</li> <li>Secure 120million flood risk management funding (Government and other partners, Quarter 1)</li> <li>Design quality (review completed of 60% TCF schemes by Q4,</li> <li>SPA sites identified for design support Q3,</li> <li>Safer parks design guidance completed Quarter 3.</li> <li>Digital Infrastructure (Gigabit-capable broadband) pipeline developed, and funding secured (derived from Digital Infrastructure Opportunity Mapping) Quarter 4.</li> </ul>	Head of Place and Environment Policy	<ul style="list-style-type: none"> <li>New interventions to support people in disadvantaged communities and from diverse backgrounds.</li> <li>The interventions will contribute to the investment priority outcomes and will be reported through the state of the region report, for example access to green space from disadvantaged communities (just over a fifth of West Yorkshire's population have easy access to local natural greenspace), properties at risk of flooding (around 4% of residential properties in West Yorkshire fall within a flood zone) and internet and mobile coverage.</li> </ul>		<ul style="list-style-type: none"> <li>Safer Parks (for women and girls) research project fieldwork is complete. Analysis is ongoing.</li> <li>Spatial Priority Areas (SPA) sites for design support – longlist is being assembled.</li> <li>Transforming Cities Fund (TCF) schemes – about 40% schemes reviewed to date.</li> <li>Digital Infrastructure – Approval granted for the use of Broadband Gainshare to recruit a new Programme Development Lead.</li> <li>Approval granted to start project development work on the Gigabit Infrastructure Fund. Digital Opportunity Mapping paused whilst funding identified.</li> </ul>	<ul style="list-style-type: none"> <li>Safer Parks (for women and girls) findings have identified issues which will be used to influence policy and practice including design guidance. These will also impact positively on other more vulnerable groups.</li> <li>TCF schemes reviewed have included changes such as incorporating ramps for those with disabilities or with children, a fairer gender mix of WCs and including water points in bus stations.</li> <li>Completion of the Digital Opportunity Mapping will allow Research &amp; Innovation team to undertake detailed spatial mapping of the potential opportunity areas and any EDI implications.</li> </ul>

Building a sustainable, nature rich & carbon neutral region							
Business plan objective	2022/23 Target	Owner	Equality, Diversity and Inclusion measure	RAG rating	2022/23 Target Progress	Equality, Diversity and Inclusion progress	
B1	Incorporate carbon impact assessment into the assurance process, provide support to promoters to	<ul style="list-style-type: none"> <li>Incorporate carbon impact assessment into the assurance process</li> <li>Provide support and guidance to scheme promoters to help them</li> </ul>	Head of Research and Intelligence	<ul style="list-style-type: none"> <li>Determined by delivery of improvement through capital schemes.</li> </ul>		<ul style="list-style-type: none"> <li>New Stage 1 and Stage 2 carbon appraisal guidance is now fully incorporated into Assurance Framework. Carbon impact assessment (CIA) will be required for all projects submitted for decision points in Stage 1 (SA/SOC) from 1</li> </ul>	<ul style="list-style-type: none"> <li>Incorporation of new carbon guidance and toolkit into Assurance Framework appraisal and business development will allow for much earlier alignment of projects to Climate Plan and actively shape the options developed by sponsors – the new stage 1 Strategic</li> </ul>

**Building a sustainable, nature rich & carbon neutral region**

Business plan objective		2022/23 Target	Owner	Equality, Diversity and Inclusion measure	RAG rating	2022/23 Target Progress	Equality, Diversity and Inclusion progress
	facilitate this and publish the results of the carbon impact assessments of existing schemes.	carry out carbon impact assessments <ul style="list-style-type: none"> <li>Publish the results of the carbon impact assessments of existing schemes.</li> </ul>				September 2022 and for Stage 2 (OBC/FBC) from 1 October 2022. Projects that have already undertaken a qualitative CIA at Stage 1 will be required to undertake a quantitative CIA at Stage 2. <ul style="list-style-type: none"> <li>Carbon impact guidance, toolkit and project assessments were published at the March and July meetings of the Carbon Energy and Environment Committee (CEEC) and CA.</li> <li>Full program of training to support internal and external project managers has been delivered along with briefing and training sessions for members of CEEC and Transport Committees as well.</li> </ul>	Outline Business Case (SOBC) assessment will also allow for wider environmental and inclusion considerations to be assessed as well using a doughnut economics analysis approach as well.
B2	Reduce carbon generation in Combined Authority facilities and buildings through lower energy use and increasing the proportion of waste recycled.	<ul style="list-style-type: none"> <li>10% reduction in energy use</li> <li>At least 30% of waste is recycled</li> <li>Contribute to savings against corporate carbon emissions (2019/20) baseline of 1072 tonnes.</li> </ul>	Head of Assets	Improve air quality in West Yorkshire by reducing carbon dioxide and methane emissions from waste disposal by reducing amounts burnt or sent to landfill · Reducing carbon dioxide and nitrous oxide emissions from waste and energy production will contribute to better air quality in areas of deprivation, which typically have higher levels of these gases.		<ul style="list-style-type: none"> <li>Wellington House, Leeds and Bradford Solar Photovoltaic (PV) arrays now online and delivering improved savings. For example, Leeds Bus Station currently showing a 15% reduction in electricity use against same period last year.</li> <li>Waste management continues to deliver waste reductions. Recycling rates steady at c. 40%.</li> <li>With regard to recycling, in June our figure was 34.98%, unfortunately in July we dipped to 25.35%, however, communications are being sent to all BSMs so this will likely increase back to over 30%.</li> <li>Carbon emissions for 2021/22 were 688 tonnes against a baseline on 1072 for 2019/20.</li> </ul>	<ul style="list-style-type: none"> <li>Increase in delivery of renewable energy contributes to regional improvements in environment (air quality) which is generally worse in areas of deprivation.</li> </ul>
B3	Complete delivery of Social Housing Decarbonisation Fund Wave 1 programme – modifications to	<ul style="list-style-type: none"> <li>Facilitate the delivery of retrofit improvements for up to 1316 homes through partnership working with 9 registered providers by 31st March 2023</li> </ul>	Head of Economic Implementation	<ul style="list-style-type: none"> <li>Reduction in fuel poverty for up to 1316 households in social housing provision</li> </ul>		<ul style="list-style-type: none"> <li>Resource and procurement complete, work on site has already commenced with 3 providers with a further 4 to commence on site in August.</li> </ul>	<ul style="list-style-type: none"> <li>A specific EDI measure to be agreed with the consortium. It is anticipated that of the 1000 rental properties that will receive cavity wall insulation, this has the potential to save each property</li> </ul>

**Building a sustainable, nature rich & carbon neutral region**

Business plan objective		2022/23 Target	Owner	Equality, Diversity and Inclusion measure	RAG rating	2022/23 Target Progress	Equality, Diversity and Inclusion progress
	existing social housing to improve energy efficiency; a consortium programme of 9 local housing associations, coordinated by the Combined Authority					<ul style="list-style-type: none"> <li>Forecasted programme is to complete all works by end March 2023.</li> <li>22 properties completed April-June with certificates.</li> <li>This KPI is rated as Amber because the funding can only be awarded once the property has been confirmed as an EPC C after the works have been completed.</li> </ul>	<p>per annum £235 in energy bills (at Nov 2021 prices).</p> <ul style="list-style-type: none"> <li>Social housing tends to have a higher proportion of:                             <ul style="list-style-type: none"> <li>✓ -lower income population</li> <li>✓ -the BAME community</li> <li>✓ -Female occupants</li> <li>✓ -Older occupants</li> </ul> </li> <li>Measures therefore, to increase energy efficiency and reduce cost has the potential to benefit these groups more.</li> </ul>
B4	Complete delivery of Retrofit Hub pilot (Community Renewal Fund) – feasibility work to design energy efficiency measures for housing stock which is difficult to retrofit.	<ul style="list-style-type: none"> <li>Facilitate the creation of 100 whole house plans and a toolkit of retrofit designs for hard to treat pre-1919 stone terrace properties in Manningham by 30th June 2022</li> </ul>	Head of Economic Implementation	<ul style="list-style-type: none"> <li>Provision of energy efficiency advice for up to 100 households in one of the most deprived wards of Bradford to assist in reduction in fuel poverty. Linkage to skills advice for green jobs training as part of same project (led by Economic Services).</li> </ul>		<ul style="list-style-type: none"> <li>Extension of time approved to deliver outputs by 30 October 2022. New target of 150 surveys and plans to be supported through the delivery of this scheme</li> <li>As of 10.08.2022 – 122 whole house surveys will have been completed.</li> <li>Of these surveys, 50 whole house plans have been created and posted to residents.</li> <li>9 adult learners have signed up to register onto the Retrofit hub module which will be delivered from 18.08.2022.</li> </ul>	<ul style="list-style-type: none"> <li>Translation support is in place for residents who do not speak English as a first language through the utilisation of Manningham Housing Association (MHA) volunteers and translated materials</li> <li>122 residents/homeowners (mostly from low income, BAME communities) have been given free energy efficiency advice during the completion of the surveys, to help improve the thermal performance of their homes.</li> <li>The provision of free skills training has widened to allow adult learners across West Yorkshire to register and complete the free Retrofit Module</li> </ul>
B5	<ul style="list-style-type: none"> <li>PLEASE NOTE - This KPI has been merged with B2 to strengthen B2 and reduce duplication of information.</li> <li>B5 KPI - Reduce energy use by 10% and increase recycling to at least 30% across the CA facilities and buildings.</li> </ul>						
B6	Ensure all fossil fuel usage continues to be purchased from renewable sources.	<ul style="list-style-type: none"> <li>Gas and electricity supply contracts are from renewable sources</li> </ul>	Head of Assets	<ul style="list-style-type: none"> <li>Improve air quality in West Yorkshire by buying energy from sustainable sources</li> </ul>		<ul style="list-style-type: none"> <li>Gas and Electricity contracts provide for 100% renewable energy</li> </ul>	<ul style="list-style-type: none"> <li>This is a qualitative rather than quantitative assessment as it is difficult to assess the regional and local air quality improvements from national suppliers. Typically renewable energy is described as that received from such industries as solar, wind, hydro, geothermal and biomass but may also include some carbon offsetting from industries and activities such as forestry management (tree planting etc).</li> </ul>
B7	Replace the CA's existing diesel vehicles with	<ul style="list-style-type: none"> <li>Replace 6 vehicles</li> </ul>	Head of Assets	<ul style="list-style-type: none"> <li>Contribute to improved air quality in West Yorkshire by reducing carbon</li> </ul>		<ul style="list-style-type: none"> <li>Procurement of electric vehicles delayed by global chip shortage. Order placed for electric vehicles</li> </ul>	<ul style="list-style-type: none"> <li>No reduction in emissions gases can be achieved until the new electric vehicles are in use. Once received the electric</li> </ul>



**Building a sustainable, nature rich & carbon neutral region**

Business plan objective		2022/23 Target	Owner	Equality, Diversity and Inclusion measure	RAG rating	2022/23 Target Progress	Equality, Diversity and Inclusion progress
	electric vehicles in 2022/23			monoxide and nitrous oxide from vehicle emissions		with current delivery date scheduled for October 2022	vehicles will save the annual emissions of the current diesel fleet.
B8	Implement the actions from the Carbon and Environment Action Plan.	<ul style="list-style-type: none"> <li>Climate and environment plan prioritisation (Quarter 1)</li> <li>Launch Energy Accelerator targeting private sector investment (Quarter 1),</li> <li>Launch Better Homes Hub targeting public/private sector investment (Quarter 3)</li> </ul>	Head of Place and Environment Policy	<ul style="list-style-type: none"> <li>The plan focusses on a just transition to net zero and so priority will be given to interventions that support our deprived communities.</li> <li>The delivery of the plan and the interventions will focus on the investment priority outcomes and will be reported through the state of the region report e.g. - rates of fuel poverty, residents and businesses at risk of flooding and access to green spaces.</li> </ul>		<ul style="list-style-type: none"> <li>15 of the high-level actions from the Climate and Environment Plan have been prioritised for Gainshare funding via Carbon Energy and Environment Committee (CEEC) and LAs.</li> <li>Strategic Assessment covering seven of the high-level actions approved 16 June 2022, includes Better Homes Hub.</li> <li>Development funding of £836k approved by CA on 22 July 2022 to allow development activity to continue at pace and resource for delivery to be secured.</li> <li>Strategic Outline Case (SOC) for the seven high-level actions being considered at 28 September 2022 PAT and 19 October 2022 CA.</li> <li>Net Zero Region Accelerator to be launched and targeting initial pipeline and prospectus in autumn 2022.</li> </ul>	<ul style="list-style-type: none"> <li>EDI measures being integrated into the design of all programmes being brought forward from the Climate and Environment Plan.</li> <li>Equality Impact Assessment (EqIA) produced for the Strategic Outline Case.</li> </ul>
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B9	To encourage and incentivise the CA's supply chain to minimise their carbon impact.	Carbon impact considerations to form part of all procurement strategies over £50k	Head of Commercial	Procurement strategies are required to include their EDI implications		<ul style="list-style-type: none"> <li>40% of procurements completed during Q1 have included Carbon impact considerations. Prior to the KPI being developed, this was not a requirement and the majority of procurements concluded in Q1 were initiated prior to this.</li> <li>Going forward carbon impact considerations will form part of all procurement strategies over £50k.</li> </ul>	<ul style="list-style-type: none"> <li>Equality Impact Assessment (EqIA) screening templates are completed for all procurement exercises.</li> </ul>

**Creating an accessible, clean & customer focused transport system**

Business plan objective		2022/23 Target	Owner	Equality, Diversity and Inclusion measure	RAG rating	2022/23 Target Progress	Equality, Diversity and Inclusion progress
T1	Meet the Transforming Cities Fund Annual Expenditure target.	<ul style="list-style-type: none"> <li>£129.5M expenditure.</li> </ul>	Head of Service – Transforming Cities Fund.	<ul style="list-style-type: none"> <li>Projects undertake Equality Impact Assessments</li> <li>Projects develop inclusive stakeholder plans that include a variety of accessibility groups, community groups, user groups, etc</li> <li>Users are engaged throughout design and delivery stages, and into operation of new facilities where required</li> <li>Schemes are designed to best practice and design standard.</li> </ul>		<ul style="list-style-type: none"> <li>Q1 forecast was £38.6m based on partner forecasting at start of year.</li> <li>Q1 outturn was £5.67m however some claims could not be paid due to outstanding funding agreements</li> <li>Continue to push partners to provide accurate project forecasts</li> <li>TCF team collating more realistic forecasts, but reliant on accuracy of partner information</li> </ul>	<ul style="list-style-type: none"> <li>EQIA Expectations and Toolkit communicated to internal and external teams via Programme Boards and day to day correspondence including requirements for engagement.</li> <li>EQIAs form part of Quality Review Process – Inclusive Design Guidance forms part of Quality Checklist.</li> <li>All except 3 schemes have some form of EQIA completed (some require significant review and updating) – Prog Team Tracking and monitoring updates and quality of submissions.</li> <li>Team working with PMA on EQIA mapping against Assurance Framework – guidance and expectations.</li> </ul>
T2 4Q	Continue development and delivery of Transforming Cities Fund programme projects.	<ul style="list-style-type: none"> <li>15 x Outline Business Case's approved</li> <li>14 x Full Business Case's approved</li> <li>5 x projects start on site</li> <li>1 project complete on site</li> </ul>	Head of Service – Transforming Cities Fund	<ul style="list-style-type: none"> <li>Projects undertake Equality Impact Assessments</li> <li>Projects develop inclusive stakeholder plans that include a variety of accessibility groups, community groups, user groups, etc</li> <li>Users are engaged throughout design and delivery stages, and into operation of new facilities where required</li> <li>Schemes are designed to best practice and design standards</li> </ul>		<ul style="list-style-type: none"> <li><b>Outline Business Cases:</b></li> <li>Approved (3):</li> <li>Planned (12):</li> <li><b>Full Business Cases:</b></li> <li>Approved (3):</li> <li>Planned (13):</li> <li><b>Start on Site:</b></li> <li>On site (3):</li> <li>Planned (2):</li> <li><b>Completion</b></li> <li>Planned (2):</li> </ul>	<ul style="list-style-type: none"> <li>EQIA Expectations and Toolkit communicated to internal and external teams via Programme Boards and day to day correspondence including requirements for engagement.</li> <li>EQIAs form part of Quality Review Process – Inclusive Design Guidance forms part of quality checklist.</li> <li>All except 3 schemes have some form of EQIA completed (some require significant review and updating) - Prog Team Tracking and monitoring updates and quality of submissions.</li> </ul>

**Creating an accessible, clean & customer focused transport system**

Business plan objective		2022/23 Target	Owner	Equality, Diversity and Inclusion measure	RAG rating	2022/23 Target Progress	Equality, Diversity and Inclusion progress
41	T3 Lead work on bus reform to drive up standards of bus travel.	<ul style="list-style-type: none"> <li>Undertake a public engagement to refresh the understanding of the public view of bus travel (Q1).</li> <li>Establish the Enhanced Partnership (Q1).</li> <li>Agree the objectives and the compelling case for change for bus to ensure our bus network is inclusive and provides the connectivity the communities need (Q2).</li> <li>Undertake the needs assessment for bus reform, develop options for delivery of zero emission buses to West Yorkshire (Q4).</li> </ul>	Head of Transport Policy	<ul style="list-style-type: none"> <li>The Bus Service Improvement Plan (BSIP) will look to enhance the bus service offer and provide connectivity to communities.</li> <li>The indicators will be reported through the State of the Region report and Bus Service Improvement Plan annually.</li> </ul> <p>To include:</p> <ul style="list-style-type: none"> <li>Increased customer satisfaction with local bus services BSIP targets - 7.5 (2025) and 8 (2030) (score of 1-10)</li> <li>Improved housing accessibility by bus via the core bus network – BSIP targets - 55% (2025) and 65% (2030)</li> <li>Improved employment accessibility by bus via the core bus network – BSIP targets – 60% (2025) and 70% (2030)</li> <li>4) Improved satisfaction with personal security while on the bus – BSIP targets - 85% (2025) and 90% (2030)</li> </ul>		<ul style="list-style-type: none"> <li>The Big Bus Chart is currently underway and will conclude in September 2022, analysis will follow.</li> <li>The Enhanced Partnership was established in April 2022.</li> <li>The case for change is currently in development, and is expected to be considered by transport Committee in October 2022.</li> <li>Consultants being procured for bus reform needs assessment. It is expected that this assessment will consider options for delivery of further zero emission buses for West Yorkshire.</li> </ul>	<ul style="list-style-type: none"> <li>An assessment of the BSIP targets will be undertaken as part of the BSIP monitoring in the autumn.</li> <li>For the Big Bus Chat the consultation team are finding ways to ensure the drop-in events have been as accessible as possible to ensure as many people are able to participate. As well as online surveys, the surveys have been made available in easy read and in various different languages.</li> </ul>
	T4 Further develop mass transit proposals for West Yorkshire.	<ul style="list-style-type: none"> <li>Establish regular engagement with DfT on mass transit (ongoing)</li> <li>Obtain approval for the Programme SOBC and start work on the corridor business cases (Q1)</li> <li>Development of the commercial and delivery strategy, resource mobilisation (Q2)</li> </ul>	Interim Director of Mass Transit	<ul style="list-style-type: none"> <li>An EDI strategy for Mass Transit will be published by the end of 2022.</li> <li>A comprehensive network of accessibility engagement groups to be established over the next 12 months in order to provide a robust forum to receive further feedback on the Mass Transit Strategy, as well as to act as a</li> </ul>		<ul style="list-style-type: none"> <li>Good engagement with DfT and inclusion of mass transit in the final City Region Sustainable Transport Settlement.</li> <li>SOBC approved with further funding allocated to allow progression of the programme. A CA paper in July set out programme and next steps.</li> </ul>	<ul style="list-style-type: none"> <li>EDI strategy being developed.</li> </ul>

**Creating an accessible, clean & customer focused transport system**

Business plan objective	2022/23 Target	Owner	Equality, Diversity and Inclusion measure	RAG rating	2022/23 Target Progress	Equality, Diversity and Inclusion progress
			longer-term sounding board for all key decisions concerning Mass Transit's design, construction and future development. <ul style="list-style-type: none"> <li>• Work with the Combined Authority's Communications/Engagement and Research Intelligence teams to ensure that the planned route options engagement exercise for Mass Transit is fully accessible for all, and provides an opportunity for all communities along these routes to have their say.</li> </ul>			
T5 42 Build a transport pipeline, promoting active & decarbonised travel.	<ul style="list-style-type: none"> <li>• Review the Connectivity Infrastructure Plan scheme lists(Q2)</li> <li>• Develop delivery plans from existing and new strategies for development, understand the gaps and develop a prioritisation process (Q3)</li> </ul>	Head of Transport Policy	<ul style="list-style-type: none"> <li>• Linkage to E1. that new transport projects support inclusive growth and our social wellbeing objectives and align with wider ambitions, through assessment against an agreed prioritisation framework.</li> </ul>		<ul style="list-style-type: none"> <li>• The Connectivity Infrastructure Plan scheme lists are currently being reviewed and being considered in the context of writing a new Local Transport Plan for West Yorkshire</li> <li>• Delivery plan development is in progress for a number of emerging and existing strategies. This will be concluded as the new Local Transport Plan develops.</li> </ul>	<ul style="list-style-type: none"> <li>• Equality, diversity and inclusion are part of the prioritisation framework for the pipeline development and will be central to the Local Transport Plan development.</li> <li>• External input will be sought for the Local Transport Plan which will include representation to champion EDI.</li> </ul>
T6 Bus Service Improvement Plan – year 1 delivery <ul style="list-style-type: none"> <li>• Fares, ticketing and information</li> <li>• Network accessibility and safety</li> </ul>	Progress toward the BSIP targets by 2025 <ul style="list-style-type: none"> <li>• Bus patronage of 2019 levels plus 15%</li> <li>• 95% Punctuality</li> <li>• 99.5% reliability</li> <li>• 10% decrease in bus journey times</li> <li>• 55% of housing on core network</li> <li>• 60% employment on core network</li> </ul>	Head of Passenger Experience - Fares, ticketing and information  Head of Mobility Services – network, accessibility	<ul style="list-style-type: none"> <li>• Inclusive bus network – assessment of service provision by Indices of Multiple Deprivation demographic analysis.</li> </ul>		<ul style="list-style-type: none"> <li>• BSIP now provisionally awarded subject to formal adoption of Enhanced Partnership.</li> <li>• Mayor's Fares initiative planned to commence early September</li> <li>• Target to start to deploy BSIP network funding from March 23 in line with end of Govt covid recovery funding.</li> <li>• Commercial local bus market remains very volatile.</li> </ul>	<ul style="list-style-type: none"> <li>• Accessibility and connectivity is considered as part of future local bus network design.</li> <li>• EQIA process is implemented for significant changes to service levels.</li> </ul>

**Creating an accessible, clean & customer focused transport system**

Business plan objective		2022/23 Target	Owner	Equality, Diversity and Inclusion measure	RAG rating	2022/23 Target Progress	Equality, Diversity and Inclusion progress
T7	Ensure efficient delivery of Combined Authority transport services.	<p>Reduce cost per trip per passenger on tendered bus service through increased patronage</p> <ul style="list-style-type: none"> <li>Value for money on bus contract costs (£ per km)</li> <li>Reduce transaction cost for pass issuance, MCard sales, Travel enquiries, school transport</li> <li>Maximum 10% overhead cost on the operation of tendered services, school transport and MCard sales.</li> </ul>	<p>Head of Mobility Services – network, accessibility</p> <p>Head of Passenger Experience - Fares, ticketing and information</p>	Develop a database of characteristics of service users by introducing additional questions on application.		<ul style="list-style-type: none"> <li>Significant cost escalation together with reduced fare revenues in bus market is feeding through to CA cost pressures as reported to July Combined Authority.</li> <li>Ongoing threat of bus service cuts, partly mitigated by Government extending funding.</li> <li>This work will therefore focus on ensuring efficiency to manage the cost growth.</li> </ul>	<ul style="list-style-type: none"> <li>Accessibility and connectivity is considered as part of future local bus network design.</li> </ul>
T8 43	Consistent delivery of customer service to transport users.	<ul style="list-style-type: none"> <li>Volume stats on service use (as currently reported to Transport Committee)</li> <li>Service delivery stats</li> <li>Metroline call handling</li> <li>Time taken to deliver passes</li> <li>Digital service availability</li> </ul>	Head of Passenger Experience - Fares, ticketing and information	<ul style="list-style-type: none"> <li>Develop a database of characteristics of service users by introducing additional questions on application.</li> </ul>		<ul style="list-style-type: none"> <li>New Head of Passenger Experience in post and further updates and progress will be provided in Quarter 2.</li> </ul>	<ul style="list-style-type: none"> <li>The development of a database of characteristics of service users in currently being explored and progress will be reported on in subsequent quarters.</li> </ul>
T9	Delivery of Bus Enhanced Partnership.	<ul style="list-style-type: none"> <li>The Enhanced Partnership Plan sets out a programme for establishing the Enhanced Partnership</li> </ul>	Director Transport & Property Services	<ul style="list-style-type: none"> <li>Assessment of service provision by Indices of Multiple Deprivation demographic analysis.</li> </ul>		<ul style="list-style-type: none"> <li>Draft Enhanced Partnership Scheme for delivering the Bus Service Improvement Plan in formal consultation stage.</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
T10	Annual expenditure of transport infrastructure projects / programmes.	<ul style="list-style-type: none"> <li>Transport 2022/23 spend achieved in accordance with agreed target of £90m (WY+TF)</li> </ul>	Head of Transport Implementation	<ul style="list-style-type: none"> <li>N.A. – objective is spend only</li> </ul>		<ul style="list-style-type: none"> <li>WY + TF: £12,590,133</li> <li>LPTIP: £247,210</li> <li>IBT (CA Legacy projects): £610,618</li> <li>Active Travel: £1,293,551</li> <li>New Station Fund: £2,251,228</li> <li>Total: £16,992,739</li> </ul> <p>Rated amber because it is behind the spend trajectory, and there are wider risks due to pressures on resources generally</p>	<ul style="list-style-type: none"> <li>N.A. – this objective is spend only</li> </ul>

Creating an accessible, clean & customer focused transport system							
Business plan objective	2022/23 Target	Owner	Equality, Diversity and Inclusion measure	RAG rating	2022/23 Target Progress	Equality, Diversity and Inclusion progress	
T11	Continue delivery of transport infrastructure projects / programmes.	<ul style="list-style-type: none"> <li>15 x Outline Business Cases approved</li> <li>14 x Full Business Cases approved</li> <li>5 x projects start on site</li> <li>1 project complete on site</li> </ul>	Head of Transport Implementation	<ul style="list-style-type: none"> <li>Projects develop inclusive stakeholder plans that include a variety of accessibility groups, community groups, user groups, etc</li> </ul>		<ul style="list-style-type: none"> <li>2 x Outline Business Case approved</li> <li>1 x FBC approved</li> <li>1 x project started on site</li> <li>5 x projects completed on site</li> </ul>	<ul style="list-style-type: none"> <li>All projects undertake Equality Impact Assessments, which are appraised as part of the relevant part of the Assurance Framework.</li> </ul>

Supporting community safety & accountable, proactive policing							
Business plan objective	2022/23 Target	Owner	Equality, Diversity and Inclusion measure	RAG rating	2022/23 Target Progress	Equality, Diversity and Inclusion progress	
S1 44	Delivery of the Mayor's Police and Crime Plan: Strategies (including Women and Girls).	<ul style="list-style-type: none"> <li>Establish Mayoral strategies on the Safety of Women and Girls, West Yorkshire Place, Responding to Multiple and Complex Needs, Vulnerability and Safeguarding, Victims and Witnesses by March 2023.</li> </ul>	Head of Policing and Crime	<ul style="list-style-type: none"> <li>Public consultation is representative of the communities in West Yorkshire (Equality, Diversity and Inclusion data is collected and analysed)</li> <li>Strategies have core EDI theme, mirroring the Police and Crime Plan including tackling racial disparities.</li> </ul>		<ul style="list-style-type: none"> <li>Commissioning Strategy Co-design events completed in each District. Drafting underway and launch planned for September.</li> </ul>	<ul style="list-style-type: none"> <li>Commissioning Strategy Co-design includes ensuring our commissioning approach is fair and equal, furthers equality, diversity and inclusion and does not disadvantage communities.</li> </ul>
S2	Delivery of the Mayor's Police and Crime Plan: Performance Framework.	<ul style="list-style-type: none"> <li>Implement new performance framework for Police &amp; Crime plan (as set out in the Police and Crime plan.)</li> </ul>	Head of Policing and Crime	<ul style="list-style-type: none"> <li>Monitoring police force representation: <ul style="list-style-type: none"> <li>Increase proportion of workforce from ethnic minorities</li> <li>Increase proportion of female officers</li> </ul> </li> <li>Monitor ethnic disparities in police activity and hold the Chief Constable to account where these are identified</li> </ul>		<ul style="list-style-type: none"> <li>Revised Performance Framework for the PCP Plan 21-24 implemented through the performance monitoring report and the Performance Scrutiny Meeting (PSM). Priority dashboard taken to Partnership Executive Meeting to facilitate partner co-ordination and oversight.</li> </ul>	<ul style="list-style-type: none"> <li>Workforce paper details progress against Mayoral recruitment pledge.</li> <li>Analysis of disproportionate protected characteristics police activity scrutinised at Community Outcomes Meetings and PSM.</li> <li>Increase proportion of workforce from ethnic minorities – 7.2% at June 2022. A 0.8% increase on previous 12 months (June 2021).</li> <li>Increase proportion of female officers – 36.7% at June 2022. A 1.4% increase on previous 12 months (June 2021).</li> </ul>
S3	Commission targeted services to improve community safety and support victims of crime.	<ul style="list-style-type: none"> <li>Commission evidence-based services for victims which represent value for money, focussed on outcomes, and hold providers to account.</li> </ul>	Head of Policing and Crime	<ul style="list-style-type: none"> <li>To establish a key set of Equality, Diversity and Inclusion performance measures, ensuring our services meet needs of diverse users.</li> </ul>		<ul style="list-style-type: none"> <li>EDI performance monitoring reviewed and aligned to EDI Toolkit</li> </ul>	<ul style="list-style-type: none"> <li>EDI Assessment toolkit under development to be launched in Aug 2022 to support all commissioned providers to undertake and provide assessments against funded activity.</li> </ul>

Supporting community safety & accountable, proactive policing							
Business plan objective	2022/23 Target	Owner	Equality, Diversity and Inclusion measure	RAG rating	2022/23 Target Progress	Equality, Diversity and Inclusion progress	
S4	Through the Violence Reduction Unit, identify, understand and respond to tackling serious violence	<ul style="list-style-type: none"> <li>Ensure delivery of Home Office VRU key aims to support a reduction of serious violence with an early intervention, public health approach.</li> <li>Ensure delivery of the VRU Response Strategy.</li> <li>Ensure community voice is representative across VRU activity</li> </ul>	Director of the Violence Reduction Unit	<ul style="list-style-type: none"> <li>Monitor VRU Early Intervention programme attendee figures and reach.</li> <li>VRU Decision making include EqIA's</li> <li>VRU engagement is representative of the community.</li> <li>The Community are involved in VRU decision making.</li> </ul>		<ul style="list-style-type: none"> <li>Home office key aims identified in new home office bid and are currently on track</li> <li>Needs Assessment &amp; Responses strategy developed and implemented</li> <li>Delivery plan and intervention programmes running</li> <li>Research and evaluation programmes continue</li> <li>Community co-production development in progress</li> <li>Partnership arrangements and governance in place</li> </ul>	<ul style="list-style-type: none"> <li>EDI measures captured as part of home office monitoring/returns process</li> <li>Equality Impact Assessment (EqIA) process in place for VRU decisions ensuring our decisions are fair and equal, furthers equality, diversity and inclusion and does not disadvantage communities.</li> <li>VRU Engagement strategies in place to ensure community representation.</li> </ul>

Championing culture, sport & creativity							
Business plan objective	2022/23 Target	Owner	Equality, Diversity and Inclusion measure	RAG rating	2022/23 Target Progress	Equality, Diversity and Inclusion progress	
C1	Progression of British Library North business case through the Assurance Framework.	<ul style="list-style-type: none"> <li>Approval of 1 Outline Business Case by 31st March 2023</li> </ul>	Head of Economic Implementation	<ul style="list-style-type: none"> <li>Creating an inclusive and diverse learning and cultural space for all of the region</li> </ul>		<ul style="list-style-type: none"> <li>Delayed due to cost escalation and consequential need for programme review</li> <li>Officers are working proactively alongside all partners &amp; looking at options to move the project forward to the next stage.</li> </ul>	<ul style="list-style-type: none"> <li>Delayed due to cost escalation and consequential need for programme review.</li> </ul>
C3	Develop and implement a Creative New Deal and shape interventions to deliver it to support in part more inclusion and diversity in the region.	<ul style="list-style-type: none"> <li>Culture framework developed with a planned pipeline of work created by Autumn 2022. To enable increase in % participation in culture events from people from diverse and disadvantaged backgrounds.</li> </ul>	Head of Business, Innovation, Skills and Culture Policy	<ul style="list-style-type: none"> <li>Culture framework developed with a planned pipeline of work created.</li> <li>To enable increase in percentage of participation in culture events from people from diverse and disadvantaged backgrounds. [% target to be selected as part of the culture framework development]</li> </ul>		<ul style="list-style-type: none"> <li>Culture, Heritage and Sport Framework is out for public engagement, with Equality Impact Assessment (EQIA), and a strategy for reaching seldom-heard groups. Final framework version to be approved by Culture Committee and published Nov 22, with pipeline of work covered by Business Case approved by April 22.</li> </ul>	<ul style="list-style-type: none"> <li>The Culture, Heritage and Sport Framework is available in 4 languages, easy read format, and British Sign Language (BSL) (forthcoming).</li> <li>Framework includes EDI measurement: "The number of people engaging with culture, heritage and sports activity (including young people), and whether they reflect the diversity of our communities."</li> <li>Pipeline of work is in progress (3 x business cases approved), with Implementation Programme in development.</li> </ul>

Championing culture, sport & creativity							
Business plan objective	2022/23 Target	Owner	Equality, Diversity and Inclusion measure	RAG rating	2022/23 Target Progress	Equality, Diversity and Inclusion progress	
						<ul style="list-style-type: none"> <li>Bradford Literature Festival (with strong EDI focus) delivered, pending evaluation.</li> <li>EDI evaluation included in Year of Culture business cases.</li> </ul>	
C4	Establish a Creative Catalyst to help drive growth and establish an ecosystem for creative businesses.	<ul style="list-style-type: none"> <li>Support 100 Creative and Cultural industries businesses.</li> </ul>	Head of Trade & Investment	<ul style="list-style-type: none"> <li>Within the target, support over 50% of these businesses from disadvantaged/ diverse backgrounds or hard to reach communities.</li> </ul>		<ul style="list-style-type: none"> <li>26 businesses currently on Creative Accelerator.</li> <li>942 days of work across 13 businesses and 22 projects supported via TV and Film Development Fund.</li> <li>Cohort 2 of Mayor's Screen Diversity programme (Beyond Bronte's) in delivery.</li> </ul>	<ul style="list-style-type: none"> <li>The Mayor's Screen Diversity Programme supported 58% women, 50% BAME and 33% people with disabilities and runs until November 2022.</li> <li>Export support – tendered.</li> <li>Creative Collectives will boost creative ecosystem by supporting a bespoke programme of diversity focussed events, ie Leeds Queer Film and TV Festival and other districts events.</li> </ul>

Driving economic growth & innovation to enable good jobs							
Business plan objective	2022/23 Target	Owner	Equality, Diversity and Inclusion measure	RAG rating	2022/23 Target Progress	Equality, Diversity and Inclusion progress	
J1	Fair work charter launched and business sign-up to charter.	<ul style="list-style-type: none"> <li>Consultation undertaken March/April 22.</li> <li>Charter launched summer 22.</li> </ul>	Lead Policy Manager	<ul style="list-style-type: none"> <li>Consultation is representative (EDI data collected and analysed)</li> <li>EDI commitments for employers embedded into charter</li> </ul>		<ul style="list-style-type: none"> <li>Delay in undertaking analysis of consultation responses due to an unresponsive market and a pause in commissioning specialist support needed for the next phase, including implementation design, due to capacity constraints within procurement function.</li> </ul>	<ul style="list-style-type: none"> <li>One of the key drivers of the Charter is to make all workplaces in West Yorkshire more inclusive.</li> <li>The project is being driven by a Steering Group which is diverse including in terms of age, ethnicity, gender, and physical disability</li> <li>Public consultation responses included the following results: more women than men responding; 10% of respondents were non-white; and one third of respondents had a physical or mental health condition or illness.</li> </ul>



J2	Develop a pipeline of new business interventions that meet our strategic needs and address the challenges of the region.	<ul style="list-style-type: none"> <li>Investment plans for business and innovation developed by Autumn 2022 that meet the needs of the region in partnership with the business community.</li> </ul>	Head of Business, Innovation, Skills and Culture Policy	<ul style="list-style-type: none"> <li>New measures developed to include a focus on businesses led by people from diverse and deprived backgrounds.</li> <li>Improving productivity and access to good jobs, will support the investment priority outcomes and will be reported through the state of the region report e.g. quality of work</li> </ul>		<ul style="list-style-type: none"> <li>Pipeline developed and agreed by Business Economy and Innovation Committee (BEIC). Work underway to prioritise interventions and take through assurance processes.</li> <li>Economic plan is being developed with a view to publishing in March 2023</li> <li>Pipelines developed and signed off by BEIC. Work to develop specific interventions underway for innovation, for business support and to support businesses reduce their carbon emissions.</li> <li>Approval process being determined for Shared Prosperity Fund</li> </ul>	<ul style="list-style-type: none"> <li>Growth service have been monitoring interactions with diverse and deprived groups. We have written in more robust monitoring into all of the new strategic programs.</li> </ul>
J3	Deliver a revised and refreshed Growth Service model, with greater focus on reaching a more diverse range of SMEs (including social enterprises and co-ops), and with an enhanced approach to using data & intelligence to target support at specific groups and in specific districts.	<ul style="list-style-type: none"> <li>3,000 SMEs supported .</li> </ul>	Head of Business Support	<ul style="list-style-type: none"> <li>10% with at least one BAME decision-maker</li> <li>15% with at least one Female decision-maker</li> <li>25% in 20% most deprived on IMD</li> </ul>		<ul style="list-style-type: none"> <li>1262 SME's Supported</li> <li>42% of Annual Target, which demonstrates ongoing high demand for support from businesses</li> <li>SMEs supported via the current Growth Service Gateway, events and via the support of Growth Managers, as well as via products delivered and/or funded by the CA.</li> <li>Business case in development and progressing through the CA Assurance Framework to implement ongoing improvements to the service in terms of reach, visibility, product range and use of digital tech.</li> </ul>	<ul style="list-style-type: none"> <li>Ethnic Minority 33.9%</li> <li>Female 50.9%</li> <li>20% Most deprived 35.0%</li> <li>Protected characteristics data now being collected for all business support enquiries &amp; interactions.</li> <li>The above figures on ethnicity, gender and disability relate to the businessperson leading the enquiry / interaction with the service. This is typically the business owner or another key decision-maker in the business.</li> <li>Good progress to date on all EDI targets, but recognise more still needs to be done to broaden the reach of the service.</li> </ul>
J4	Support firms to recover, build resilience and grow in response to the ongoing impacts of COVID-19, EU Exit & global events through access to finance and good	<ul style="list-style-type: none"> <li>1500 SMEs supported intensively to build resilience and grow.</li> </ul>	Head of Business Support	<ul style="list-style-type: none"> <li>25% in 20% most deprived on IMD</li> </ul>		<ul style="list-style-type: none"> <li>350 SME's Supported</li> <li>23% of Annual Target, which is just behind profile for the more intensive interactions, such as grant investment and coaching / mentoring, but this is typical for quarter one and is expected to increase through the year.</li> <li>Support is being provided to businesses with access to finance,</li> </ul>	<ul style="list-style-type: none"> <li>27.4 in 20% most deprived on IMD</li> <li>Decent progress to date on engaging with those businesses located in the 20% most deprived parts of the country as set out by the IMD.</li> </ul>

	quality advisory support (public and private).					innovation and tech adoption, business planning, resource efficiency, sustainable & active travel, and business start-up.	
J5	<p>Deliver Workstreams 2 and 3 of the 'Ladder of Enterprise Support', focussed on a universal offer for any person in WY who wants to start a business, and a more bespoke offer for a smaller number of high growth innovation-led enterprises with the potential to achieve significant economic, social and environmental returns. Strong focus on ED&amp;I in terms of outreach, marketing and target outcomes.</p>	<ul style="list-style-type: none"> <li>500 pre-start &amp; start-up firms supported.</li> </ul>	Head of Business Support	<ul style="list-style-type: none"> <li>50% Female, 20% BAME (30% for Workstream 3),</li> <li>3% of people supported on the Programme will self-declare as Disabled (for Workstream 3 of the programme, the figure will be 5%).</li> </ul>		<ul style="list-style-type: none"> <li>92 pre-start &amp; Start-up firms supported</li> <li>18% of annual target</li> <li>Below profile but the pipeline of new clients is building and the numbers joining the programme are expected to increase throughout the rest of the year.</li> <li>Over 400 enquiries about the programme have been received, but the 92 only relates to those that have accessed the support to date.</li> <li>The LA-employed Start-Up Managers are now all in post and are driving new clients to the support available.</li> <li>A broader range of referrals are now being received via the private and third sectors, as well as via complementary products such as ADventure and Start-Up Loans.</li> </ul>	<ul style="list-style-type: none"> <li>Female 58.5%</li> <li>Ethnic Minority 32.5%</li> <li>Disability 8.4%</li> <li>Good progress to date on meeting the EDI targets, which are set out clearly in the contracts with the main providers on the programme.</li> <li>Referrals into the programme from the supply chain of the primary contractor are contributing to the progress to date. These include Inspired Neighbourhoods, Airedale Enterprise Services, Barca Leeds and Paddock Trust.</li> </ul>
J6	<p>Develop a compelling narrative for Innovation in West Yorkshire to secure a future innovation deal opportunity which builds on the strengths and opportunities of the entire region (distinct towns, cities and places and people and the role of innovation within that).</p>	<ul style="list-style-type: none"> <li>Agreed by Autumn 2022.</li> </ul>	Head of Business, Skills, Innovation and Culture Policy	<ul style="list-style-type: none"> <li>New measures in the deal to be developed to include a focus on businesses led by people from diverse and deprived backgrounds.</li> <li>The deal will focus on sectors that have wider societal benefits, such as health technology that ultimately supports improved health outcomes.</li> <li>Targeting innovation investment across the region in driving up improved EDI outcomes which will be reported through the state of the region report e.g. Entrepreneurship/ start ups</li> </ul>		<ul style="list-style-type: none"> <li>Working group established to progress this. Dependent on both the WY vision/ plan being developed and the Economic Plan so will be later than originally planned.</li> </ul>	<ul style="list-style-type: none"> <li>Focus will be on innovation for everyone (inclusive innovation).</li> </ul>

J7	Improve the export performance of the region and encourage businesses to internationalise	<ul style="list-style-type: none"> <li>350 businesses assisted with overseas trade initiatives.</li> </ul>	Head of Trade & Investment	<ul style="list-style-type: none"> <li>Targeting 10% of businesses supported be those that are traditionally excluded from export activity, e.g. female owner/ operated and BAME led businesses.</li> </ul>		<ul style="list-style-type: none"> <li>40 businesses assisted by T&amp;I via initiatives like the Alibaba Group and UK Israel FTA roundtables and Export Academy sessions.</li> <li>A number of trade initiatives which relate to the new international trade strategy will assist this target to be met in 2022/23.</li> </ul>	<ul style="list-style-type: none"> <li>The next iteration of the international trade strategy includes the delivery of interventions that assist businesses that are disadvantaged or disproportionately impacted by the new trading environment, ie female led and BAME businesses.</li> </ul>
J8	Attract, grow and retain investment in West Yorkshire	<ul style="list-style-type: none"> <li>2,000 jobs created and safeguarded.</li> </ul>	Head of Trade & Investment	<ul style="list-style-type: none"> <li>Targeting all new jobs created to be paid above the national average salary.</li> </ul>		<ul style="list-style-type: none"> <li>7 new jobs created in total in Q1.</li> <li>A strong pipeline exists. If investor confidence remains strong, we envisage hitting target.</li> </ul>	<ul style="list-style-type: none"> <li>New jobs connected to 2 investment projects, 1 landing in Leeds and 1 in Bradford.</li> <li>All jobs created pay above the national average.</li> </ul>
J9	Deliver West Yorkshire Business Accelerator Fund	<ul style="list-style-type: none"> <li>Launch of fund and Investment Programme by Foresight</li> <li>250 Jobs created over the life of the fund, 200 jobs safeguarded. 21 businesses invested in with target to become net zero by 2038.</li> </ul>	Head of Commercial Development & Investment	<ul style="list-style-type: none"> <li>The Fund will be an Ethical, Social and Corporate Governance Fund, with applicant businesses being asked to complete an ESG questionnaire to measure their credentials across a broad range of measures including: <ul style="list-style-type: none"> <li>Environmental impact and track record</li> <li>Whether the business is an accredited Real Living Wage employer</li> <li>The gender and ethnicity of employees</li> <li>The gender and ethnicity of Board Members</li> </ul> </li> </ul> <p>The following KPI's will be monitored.</p> <ul style="list-style-type: none"> <li>% of boards that are all female teams</li> <li>% of boards that are all male teams</li> <li>% of boards that are mixed gender teams</li> <li>% of boards with BAME representation</li> <li>% of boards with 100% BAME representation</li> </ul>		<ul style="list-style-type: none"> <li>Limited Partnership Agreement signed in July 2022.</li> <li>Initial investment has been made which is for £ 2million in a Bradford Based Business.</li> </ul>	<ul style="list-style-type: none"> <li>Outcomes and EDI measures should become visible at initially quarterly reporting session which is to held in November 2022.</li> </ul>

**Enabling a diverse, skilled workforce & accessible learning for all**

Business plan objective		2022/23 Target	Owner	Equality, Diversity, and Inclusion measure	RAG rating	2022/23 Target Progress	Equality, Diversity and Inclusion progress
W1	Develop a future pipeline for skills investment and implement the Employment and Skills Framework, including a Digital framework and digital skills plan.	<ul style="list-style-type: none"> <li>Development of a skills pipeline and investment plan. Including the development of the digital skills plan by Autumn 2022.</li> </ul>	Head of Business, Innovation, Skills and Culture Policy	<ul style="list-style-type: none"> <li>New plan includes how we will improve access to digital skills for those from deprived communities and from diverse backgrounds.</li> <li>New plan and interventions will focus on the investment priority outcomes and will be reported through the state of the region report e.g. People with no / low qualifications and people without basic digital skills</li> </ul>		<ul style="list-style-type: none"> <li>Pipeline development in progress – early consultation with Employment and Skills Committee (ESC) has taken place, with paper in next steps to go to October ESC meeting</li> <li>Business case in development for the next programme to follow the Employment Hub</li> <li>Digital Skills Framework was endorsed by ESC and will go to LEP and CA in Autumn</li> </ul>	<ul style="list-style-type: none"> <li>Employment Hub, and what will follow, is a universal service with the following priority groups low paid, low skilled and unemployed whilst others chose a mix of young people, SEND, employed, economically inactive and over 50s. EDI level programme targets to be agreed with LAs in August.</li> <li>Digital inclusion is one of the four key priorities of the plan, this will be measured by population with Essential Digital Skills (EDS)</li> </ul>
W2	Lead work with the Green Jobs Taskforce to produce a delivery plan for the creation of 1,000 green jobs and skills transition to net zero.	<ul style="list-style-type: none"> <li>Green jobs taskforce to produce workable and socialised recommendations by January 2023 to develop green skills in the region.</li> </ul>	Head of Business, Innovation, Skills and Culture Policy	<ul style="list-style-type: none"> <li>Green jobs workstreams to include focus on individuals from deprived and diverse backgrounds being part of the taskforce.</li> <li>Creation of green jobs will support the investment priority outcomes and will be reported through the state of the region report</li> </ul>		<ul style="list-style-type: none"> <li>Funding for delivery or green skills programmes is being developed through Climate and Environment Action Plan SOBC.</li> <li>Draft recommendations will be taken to October Taskforce meeting ahead of full consultation</li> <li>Summer school activity has been commissioned to include student voice in the recommendations</li> </ul>	<ul style="list-style-type: none"> <li>Equality Impact Assessment (EqIA) will be part of SOBC</li> <li>Consultation framework to be developed</li> <li>Activity has been commissioned for delivery by youth engagement organisations and including a requirement to reflect diversity</li> </ul>
W3	Number of businesses supported to engage with employment and skills programmes	<ul style="list-style-type: none"> <li>266 (including 90 business volunteers in schools).</li> </ul>	Head of Employment and Skills	25% of businesses in most deprived on IMD		<ul style="list-style-type: none"> <li>49 businesses supported to date against a cumulative profile of 26</li> </ul>	<ul style="list-style-type: none"> <li>24% of the businesses are from businesses in most deprived IMD to date against a cumulative profile of 15%</li> </ul>
W4	Number of adults supported to upskill, re-train or access employment/self-employment	<ul style="list-style-type: none"> <li>62,300</li> </ul>	Head of Employment and Skills	<p>For AEB:</p> <ul style="list-style-type: none"> <li>43% Learners from ethnic minority groups (WY demographic 20%)</li> <li>23% Learners with learning difficulties and disabilities (match WY Demographic)</li> <li>43% Unemployed Learners</li> <li>67% Female learners</li> </ul> <p>For non-AEB:</p> <ul style="list-style-type: none"> <li>Ethnic minority – 20%</li> </ul>		<ul style="list-style-type: none"> <li>10,587 adults supported against a cumulative profile of 8,078</li> </ul>	<ul style="list-style-type: none"> <li>52% against cumulative profile of 43%</li> <li>15% against cumulative profile of 23%</li> <li>47% against cumulative profile of 43%</li> <li>66% against cumulative profile of 67%</li> <li>28% against cumulative profile of 20%</li> <li>9% against cumulative profile of 23%*</li> <li>65% against a cumulative profile of 50%</li> <li>Performance against our EDI ambitions is collectively above profile at end of Q1 apart from engaging with disabilities.</li> </ul>

Enabling a diverse, skilled workforce & accessible learning for all						
Business plan objective	2022/23 Target	Owner	Equality, Diversity, and Inclusion measure	RAG rating	2022/23 Target Progress	Equality, Diversity and Inclusion progress
			<ul style="list-style-type: none"> <li>• People with disabilities – 23%</li> <li>• Women – 50%</li> </ul>			However this is due to some programmes reporting on this following quarter end and so data was not able to be reported in Q1 reporting'

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**Report to:** Corporate Scrutiny Committee

**Date:** 23 September 2022

**Subject:** **Social Value Portal Trial Outcomes**

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

**Author:** Paul Emmett, Procurement and Contracts Manager

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## **1. Purpose of this Report**

- 1.1. To provide an update on the outcome of the Social Value Portal trial procurements which have been undertaken.

## **2. Outcomes of the Trial**

- 2.1 The Committee has previously considered reports from the Head of Commercial, setting out the approach being taken to social value in procurement, "social value" being the umbrella term for the wider economic, social, and environmental effects of an organisation's actions.
- 2.2 In recent years the procurement process has requested social value commitments from suppliers against a list of specified objectives. There is then a minimum weighting of 10% applied to social value in the evaluation stage. This approach has achieved some success to date but is limited by the inability to consistently measure the benefits proposed and then challenges around monitoring their delivery.
- 2.3 In line with partner authorities across the region, the Combined Authority has been working with Social Value Portal to resolve some of these barriers in developing the social value agenda. The FRCC agreed last year that the Combined Authority adopt the national TOMs framework (created by Social Value Portal), which identifies, and measures additional social value benefits delivered through our activities, in terms that are meaningful to external stakeholders. The TOMs were split into a Master and Light set, allowing the social value expectations to be tailored depending on the value of the contract in question. The Light set will be applied to operational type contracts and the Master set to strategic contracts.
- 2.4 Following these approvals a trial has been undertaken through the Social Value Portal using these TOMs, allowing Commercial to assign objective

financial value to social value commitments made by suppliers across procurement activities.

- 2.5 The trial has now considered seven projects run through the Social Value portal with support from the Procurement function which have had full contracts awarded.
- 2.6 Of the seven contracts awarded six contain specific commitments made by the awarded suppliers. With the seventh contract no parties responding to the invitation to tender submitted a social value commitment.
- 2.7 The percentage of contract value converted into social value on these contracts varies between 9.75% at the lowest end to 44.43% at the highest level with the average social value commitments made equating to 23.61% of total contract value. The total financial value of the social value commitments made is £435,177 across the lifetime of the contracts. This is a significant step forward in terms of being able to monetarise and capture social value.
- 2.8 Examples of the kind of social value commitments secured include:
  - Hiring of local people to deliver the contract
  - Providing expert business advice to voluntary organisations
  - Committed supply chain spend within West Yorkshire
  - Equality and diversity training to staff and supply chain
  - Commitment to pay the Real Living Wage
  - Community Days
  - Sessions for young people to improve job hunting skills and provide mentoring, CV advice, information about careers, mock interviews.
  - School/college visits.
- 2.9 Achievement against these commitments throughout the life of the contract will be monitored via the portal as well as confirmation at the conclusion of the contracts that the full value has been achieved.
- 2.10 As with any trial there are several lessons to be learnt and improvements that can be made before a wider roll out takes place. Following feedback through the trial it is recommended that the number of TOMs in both the Master and Light list is reduced to a more manageable number, allowing a focus on the social value commitments most closely aligned to our corporate and strategic objectives. There will be a review of tender documentation to ensure the Combined Authority remain *easy to do business with* and do not overburden suppliers through the bidding process. Discussions are also taking place with Social Value Portal to ensure the process is as efficient as possible and does not delay the evaluation of tenders.

### 3. Tackling the Climate Emergency Implications

- 3.1. The WYCA TOMs specifically have measures focusing on decarbonization and safeguarding the natural world while targeting circular economy solutions and resource efficiency.



3.2 As part of our review of the TOMs we will ensure a focus remains on tackling the climate emergency, steering the social value commitments developed through our procurement activities into the most meaningful outputs.

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

4.1. The WYCA TOMs specifically have measures to target healthier, safer, and more resilient communities, and to support responsible regional growth.

4.2 As part of our review of the TOMs we will ensure a focus remains on inclusive growth benefits and impacts, steering the social value commitments developed through our procurement activities into the most meaningful outputs.

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

5.1. The WYCA TOMs specifically have measures to target greater opportunities for disadvantaged people, to improve skills and training for these disadvantaged groups and improving employability for young people while also specifically focusing on reducing inequalities.

5.2 These TOMs allow us to focus on reducing gender pay gaps, support armed forces veterans and mothers returning to work while ensuring those Not in Employment, Education or Training (NEETs) are provided opportunities for positive quality of life outcomes.

5.3 As part of our review of the TOMs we will ensure a focus remains on equality and diversity benefits and impacts, steering the social value commitments developed through our procurement activities into the most meaningful outputs.

#### **6. Financial Implications**

6.1. The Social Value Portal allows us to better understand the financial benefits of our activities in a wider social value setting.

6.2 Without the Social Value Portal, we may not be able to assign a meaningful financial value to any social value activities undertaken by our suppliers awarded onto our contracts without a significant investment in measurement and reporting.

6.3 The Social Value Portal shows that the first seven contracts will, in addition to the core purpose of the contract, deliver £435,177 of social value directly into West Yorkshire which otherwise would not have been funded.

#### **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 Corporate Scrutiny Committee notes and comments on the report.

**11. Background Documents**

There are no background documents referenced in this report.

**12. Appendices**

Appendix 1 – Social Value Portal Reporting

# Agenda Item 8

## Appendix 1

Project	Awarded Supplier	SV Commitment	SLEVA (%)
Innovative Entrepreneurs	Nexus Leeds	£ 300,607.00	24.44%
CSR Manningham Retrofit	Mill Green Deal Advisors	£ -	0.00%
West Yorks Park and Ride Study	Systra Ltd	£ 5,748.00	19.24%
WYCA Brand Review	Thompson Bran	£ 35,543.00	44.43%
West Yorks Mobility Hubs	Ove Arup and Partners	£ 5,559.00	9.75%
Connecting Innovation	RTC North Ltd	£ 62,976.00	42.70%
Residents Perceptions of Transport	DJS Research Ltd	£ 24,744.00	24.74%
		£ 435,177.00	

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**Report to:** Corporate Scrutiny Committee

**Date:** 23 September 2022

**Subject:** **Corporate Scrutiny Work Programme 2022/23**

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**Director:** Angela Taylor, Director of Corporate & Commercial Services

**Author:** Hannah Scales, Scrutiny Support Officer

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## 1. Purpose of this report

- 1.1 To discuss and agree the Corporate Scrutiny Work Programme for 2022/23.
- 1.2 To consider any additional agenda items, formal referrals to scrutiny, reviews, call in, and any other tasks, issues or matters the Committee resolves to undertake or consider further.

## 2. Information

### **Corporate Scrutiny Work Programme 2022/23**

- 2.1 The Work Programme is set at the beginning of the year and considered at each meeting where it can be amended and changed as the year progresses. It outlines the work the Economy Scrutiny Committee has agreed to undertake, investigate, and focus on in the municipal year (June 2022 – June 2023) within the resources, remit and powers available.
- 2.2 This year the Work Programme was set over the summer following discussions between the Scrutiny Chairs and Deputies, Scrutiny Members, scrutiny officers and the lead directors and officers for each committee. During discussions, amongst other things, they considered:
  - The committee's work last year and what should be rolled over
  - The Committee's amended remit and terms of reference
  - The number of meetings: three, excluding Mayors Question Time, each being two hours long
  - Combined Authority's main strategic priorities and the Mayors Pledges
  - Major ongoing and upcoming challenges for West Yorkshire residents
  - Members' areas of expertise and interests

- 2.3 The resultant draft work programme (including the other two scrutiny committees programmes) is attached at **Appendix 1** for amendment and/or confirmation.

### **Referrals to scrutiny**

- 2.4 Under Scrutiny Standing Order 7, any Scrutiny Member, any Combined Authority Member or any elected Member of a West Yorkshire council (or the City of York Council) may formally refer a matter to the Committee for consideration. The referral must be in writing to the Statutory Scrutiny Officer. The Committee must then consider and discuss the referral and respond to the referrer explaining whether or not it will consider the matter further and why.
- 2.5 There are no formal referrals for this committee to consider.

### **Key decisions and call in**

- 2.6 Scrutiny members may call in any decision of the Mayor, Combined Authority, a decision-making committee and any key decisions taken by an officer (with the exception of urgent decisions). Key decisions are defined as any decision incurring a financial cost or saving of £1 million or more, or a decision likely to have a significant effect on two or more wards.
- 2.7 Decision-makers have two days to publish notice of a decision, at which point scrutiny members have five working days to call in the decision, delaying its implementation, and formally requiring the decision maker to reconsider.
- 2.8 Any five members of a scrutiny Committee – including at least one member from two different constituent councils (West Yorkshire) – may call-in a decision by notifying the Statutory Scrutiny Officer in writing by 4.00 pm on the fifth working day following publication of a decision notice. The relevant scrutiny committee then has 14 days to scrutinise the decision and make recommendations. Further information is set out in Scrutiny Standing Order 14.
- 2.9 The latest key decisions and forward plans of key decisions are published and available for viewing on the [key decisions section of the Combined Authority's website](#).

### **Actions for the Statutory Scrutiny Officer**

- 2.10 As outlined in Scrutiny Standing Order 17, the statutory scrutiny officer provides support to a scrutiny committee's work programme and all scrutiny members in exercising their scrutiny duties and fulfilling their objectives.

## **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. Financial Implications**

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

#### **6. Legal Implications**

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

#### **7. Staffing Implications**

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

#### **8. External Consultees**

8.1 No external consultations have been undertaken.

#### **9. Recommendations**

9.1 That the Committee discusses and agrees the Economy Scrutiny Work Programme for 2022/23.

#### **10. Background Documents**

None.

#### **11. Appendices**

Appendix 1 – Scrutiny Work Programme 2022-23

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## DRAFT Scrutiny Work Programmes 2022/23

### Summary of main topics

Committee	Topics	Meetings
<b>Corporate</b>	<ol style="list-style-type: none"> <li>1. Inflation &amp; Budgets</li> <li>2. Staffing (incl recruitment &amp; retention)</li> <li>3. Wellington House Refurbishment</li> <li>4. Gainshare</li> </ol>	<ol style="list-style-type: none"> <li>1. 23 September 2022</li> <li>2. 18 November 2022</li> <li>3. 20 January 2023</li> <li>4. 10 March 2023</li> </ol>
<b>Transport &amp; Infrastructure</b>	<ol style="list-style-type: none"> <li>1. Bus Service Improvement Plan (BSIP)</li> <li>2. Active Travel</li> <li>3. Behaviour Change &amp; Decarbonisation</li> <li>4. Freight &amp; Rail</li> </ol>	<ol style="list-style-type: none"> <li>1. 22 September 2022</li> <li>2. 17 November 2022</li> <li>3. 19 January 2023</li> <li>4. 9 March 2023</li> </ol>
<b>Economy</b>	<ol style="list-style-type: none"> <li>1. The Economy (State of the Region)</li> <li>2. Cost of Living</li> <li>3. Skills and the Adult Education Budget</li> </ol>	<ol style="list-style-type: none"> <li>1. 21 September 2022</li> <li>2. 16 November 2022</li> <li>3. 18 January 2023</li> <li>4. 15 March 2023</li> </ol>
<i>All Committees</i>	<ol style="list-style-type: none"> <li>1. Mayors Pledges</li> <li>2. Work programme</li> </ol>	

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## Corporate Scrutiny Committee

Meetings	Main Topic	Other topics	Objectives
23 September 2022	Inflation & Budgets	Inclusive Procurement update	Discuss the impact of inflation on all aspects of the Combined Authority and local authorities and plans for 2023 and look at the RAG assessments of projects and how these projects will be funded and prioritised going forwards.
18 November 2022	Mayor's Question Time		To question the Mayor on matters pertaining to corporate scrutiny since last November.
20 January 2023	Staffing (incl recruitment & retention)	Cyber Security update Any other corporate updates	Consider what extent the CA recruitment and retention practices need flexibility to address current labour market and the CA's struggle with retention.
10 March 2023	Wellington House Refurbishment Project	Integrated Corporate Systems Project update Any other corporate updates	Consider whether the refurbishment has achieved what it set out to, and the office is fit for purpose and whether it remained within budget and added value.
<b>Workshop TBC</b>	Gainshare		Discuss how the Gainshare funding has been spent, what plans are in motion for 2023 – as well as how inflation impacts Gainshare.

## Transport & Infrastructure Scrutiny Committee

Meetings	Main topics	Objectives
22 September 2022	<ol style="list-style-type: none"> <li>1. Bus Service Improvement Plan (BSIP) update</li> <li>2. Flexi Bus Scheme update</li> </ol>	<ol style="list-style-type: none"> <li>1. Continue to monitor the progress and implementation of the BSIP.</li> <li>2. Monitor the Flexi Bus Scheme pilot and consider its success and possibility for further rollout</li> </ol>
17 November 2022	Active Travel	<ol style="list-style-type: none"> <li>1. Review consultation processes and the success of active travel in the region and whether consultations involve residents.</li> <li>2. Look into 'Low Traffic Neighbourhoods', 'the last mile' and possibility and accessibility of e-bikes for active travel</li> </ol>
19 January 2023	Mayor's Question Time	To question the Mayor on matters pertaining to transport scrutiny since last January.
9 March 2023	Freight & Rail (incl waterway infrastructure)	Consider the feasibility and advantages/disadvantages of using the waterway infrastructure for freight.
<b>Working Group TBC</b>	Behaviour Change (Decarbonisation)	<ol style="list-style-type: none"> <li>1. Consider methods used and research conducted by the 'Nudge Unit' and 'Tyndall Manchester' to influence behaviour change.</li> <li>2. Consider accessibility for people with disabilities.</li> </ol> <p>Consider the influence of developers and planning on encouraging people to use public transport services.</p>

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## Economy Scrutiny Committee

Meetings	Topic	Sub-topics	Objectives
21 September 2022	1. The Economy; 'State of the Region'	<ol style="list-style-type: none"> <li>Green Economy</li> <li>Brexit</li> <li>Future Jobs</li> <li>Business Growth Programme</li> </ol>	<ol style="list-style-type: none"> <li>Discuss and consider the impact of elements such as buses and Brexit on the wider and regional economy.</li> <li>Consider whether the £6 million of capital grants to manufacturers (for procurement of machinery etc.) is giving a tangible return on the investment.</li> </ol>
	2. Cost of Living		Discuss and consider the current and evolving cost of living crisis and how it effects the economy and businesses.
16 November 2022	Skills and the Adult Education Budget	<ol style="list-style-type: none"> <li>Labour Market Assessment</li> <li>Devolution Deal powers and functions</li> </ol>	<ol style="list-style-type: none"> <li>Discuss current and future skills needs and how the adult education budget meets the short term and long term needs.</li> <li>Identify other possible funding sources.</li> <li>Consider whether the £65 million devolution deal commissioned to FE providers has been well spent, what success looks like and how we compare to other regions.</li> </ol>
18 January 2023	TBC		
15 March 2023	Mayor's Question Time		To question the Mayor on matters pertaining to economy scrutiny since last March.