

CORPORATE SCRUTINY COMMITTEE

**MEETING TO BE HELD AT 2.00 PM ON FRIDAY, 10 MARCH 2023
IN CONFERENCE ROOM 1/2, WELLINGTON HOUSE, 40-50
WELLINGTON STREET, LEEDS, LS1 2DE**

A G E N D A

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

- 1. APOLOGIES FOR ABSENCE**
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. MINUTES OF THE LAST MEETING HELD ON 20 JANUARY 2023**
(Pages 1 - 6)
- 5. CHAIR'S COMMENTS AND UPDATE**
- 6. BUSINESS PLANS AND BUDGET 2023/24**
(Pages 7 - 50)
- 7. UPDATE - INTEGRATED CORPORATE SYSTEM**
(Pages 51 - 54)
- 8. CORPORATE SCRUTINY WORK PROGRAMME**
(Pages 55 - 64)

Signed:



**Managing Director
West Yorkshire Combined Authority**

**MINUTES OF THE MEETING OF THE CORPORATE SCRUTINY
 COMMITTEE HELD ON 20 JANUARY 2023 IN IN CONFERENCE
 ROOMS 1/2, WELLINGTON HOUSE, 40-50 WELLINGTON STREET,
 LEEDS, LS1 2DE**

Present:

Councillor Geoff Winnard (Acting Chair)	City of Bradford Council
Councillor Alun Griffiths	City of Bradford Council
Councillor Brenda Monteith	Calderdale Council
Councillor Mike Barnes	Calderdale Council
Councillor Paul Davies	Kirklees Council
Councillor Moses Crook	Kirklees Council
Councillor Susan Lee-Richards	Kirklees Council
Councillor Jane Dowson	Leeds City Council
Councillor Paul Wray	Leeds City Council
Councillor Samantha Harvey	Wakefield Council
Councillor David Jones	Wakefield Council
Councillor Fiona Fitzpatrick	City of York Council

In attendance:

Khaled Berroum	West Yorkshire Combined Authority
Melanie Corcoran	West Yorkshire Combined Authority
James Nutter	West Yorkshire Combined Authority
Hannah Scales	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority
Craig Taylor	West Yorkshire Combined Authority

1. Apologies for absence

Apologies for absence was received from Councillors David Jones, Carol Thirkill, Peter Harrand and Betty Rhodes.

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 meeting held on 18 November 2022

Resolved: That the minutes of the meeting held on 18 November 2022 be approved.

5. Chair's update and comments

The Chair welcomed the Committee and Officers and addressed his deputising as Chair for the meeting. He provided a brief overview of the two workshops held in December on staffing issues and the draft 2023/24 budget and thanked members who were able to attend.

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

6. Budget 2023/24, Business Planning and Workforce

The Committee received a report which provided the latest update on budget and business planning for 2023/24 and addressed comments and conclusions made at the Workforce Workshop held on 25 November 2022.

Discussion and questions centered around the following points:

Staffing, vacancies and business plans:

- The current Staff Terms and Conditions under negotiation are outdated and the Combined Authority is in the process of moving towards a more flexible and agile approach to work, in terms of location and hours, which the new proposed Terms and Conditions intend to reflect.
- The savings generated from job vacancies has been set at £3 million, an increase compared to previous years. A vacancy management policy is in place which intends to encourage more consideration when deciding to replace leavers like-for-like. It was emphasised that a recruitment freeze was not in place and that the vacancy management approach would be monitored. There is an intention to conduct further work into how vacancy savings are monitored and any impact the savings may have on the organization's capacity to deliver. It was important to match the business plans to ensure there is sufficient resource.
- The Combined Authority is reviewing business plans against resources. Where additional resource for delivery was required, it would be signposted in the business plan and remain under review.
- Some teams such as Consultation and Engagement involve shared services. Where partners were delivering projects the Combined Authority's Consultation and Engagement Team supported them, which both provides the Combined Authority with income and saves local councils money. There had been discussions regarding shared services in internal audit and treasury management which had been done previously on a smaller scale.

Integrated Corporate System (ICS) and financial information:

- Budget holders conduct monthly reviews to identify any risks, concerns and compare the actual spend to the forecasted budget.

- The new integrated finance system scheduled to go live before 1 April 2023, would allow for a more robust way of live monitoring of budgets, enabling everyone access to collected financial information on demand. This could establish a tighter regime on budgets and the requirement of monthly reports giving quick confirmation that budgets are on track. The Finance, Resources and Corporate Committee would then also receive the reporting information as another layer of monitoring – as would Corporate Scrutiny, if requested.

Budget setting process:

- It was confirmed that there were conversations taking place between the Combined Authority and the five partner authorities at political level and officer level with regards to the budget and common budget pressures. The Director of Finance and Commercial Services met monthly with the West Yorkshire Directors of Finance which provided a forum for ongoing discussions about the challenges and pressures we are facing including what approach each local authority is taking, the scale of deficit and good ideas people may have.
- Although all finance directors aspire to a 3-year medium term financial forecast, in the current climate, no-one had budgets balanced beyond next year. Some local authority partners were relying heavily on the use of reserves for next year and that could only ever be a temporary position.
- The general approach to setting the budget was finding something that worked for the next year and then starting work on the future year's budget balance.

Inflation:

- The inflation assumptions made in this year's budget were 10% for bus spending, 4% in pay award and staff salaries, and around 5% in operating costs of schemes and projects, and most service areas. These will continue to be monitored as the year progresses and the inflation rate changes.
- Inflation, particularly on capital programs remains a concern, and there was a recent large review of all capital programmes, and adjustments were made to various phases of various programmes to make savings which puts the Combined Authority in a better financial position.
- Gainshare is a 'cash flat' amount of money for the next 30 years and is not adjusted for inflation. This means that in future years the money would have a lower purchasing power than today, meaning the approach taken to date was to initially spend on revenue type projects and things that could be delivered quickly.
- It was not ruled out that Gainshare could also be used to support borrowing costs and as capacity funding.

Service provision & prioritisation:

- The delivery of the Combined Authority's statutory concessionary travel scheme must be prioritised.

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

Capital Projects:

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

Operational Income:

- There was a large decrease in operational income from the coming financial year combined to two years' time. Some of this was bank interest because it had increased this year, which continues to increase next year and falls away in the following year. There was also a range of other grants included, such as government grants towards bus which would fall away as well. It showed money received for a time-limited period that falls away and the challenge is where more income could be generated in the future as at the moment the Combined Authority was heavily dependent on government spending opportunity.

Office Accommodation:

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

Members requested in future when the budget is presented, they receive the budget figures for the current and previous years alongside the anticipated budget on a single document for ease of reference.

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

7. Assurance Framework Update

The Committee received a report which updated members and asked for feedback on the progress on the annual review of the Leeds City Region Local Framework.

The Assurance Framework must be reviewed annually by government, although the CA had not yet received the updated guidance. The Combined Authority must stick to government guidance and there were certain things that couldn't be changed as they would not get approval on economic case for most projects particularly on transport projects for which government TAG guidelines must be used.

The main change in this year's framework was the approach to evaluation because there was now an Evaluation Team in place at the Combined Authority to oversee that part of the process.

A peer review had been set up with other Mayoral Combined Authorities so that they can review each other's frameworks and processes and learn from each other.

The Combined Authority found that the main frustration reported to officers reviewing the Assurance Framework was the amount of forms and work that promoters felt they needed to do to get through the process. Another issue was the requirement for committee approvals and the fact that committees often don't meet regularly enough which caused approvals to be delayed. Some changes were made to lower risk projects, or projects with smaller funding, to allow for a more flexible and shorter approvals route to remedy this.

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

8. Corporate Scrutiny Work Programme

The Committee considered the Work programme for 2022/23 and discussed the standing items, the accommodation project, cyber security, and integrated corporate systems. The Chair invited members to submit any further ideas or comments to the Scrutiny Team for consideration.

Resolved: That the appended work programme be noted and approved.

9. Next meeting date – 10 March 2023

Resolved: It was noted that the next committee meeting would be at the new time of 2.00 pm due to a clash with another committee meeting that morning.

This page is intentionally left blank



Report to: Corporate Scrutiny Committee

Date: 10 March 2023

Subject: **Business Plans and Budgets 2023 - 2024**

Director: Angela Taylor, Director, Finance and Commercial Services

Author: Angela Taylor

1. Purpose of this report

1.1 To advise the Committee of the approved business plan and budget for 2023/24.

2. Information

2.1. A working group of the Corporate Scrutiny Committee met in December to consider the emerging position on the business plan priorities and the emerging budget that is required to support that delivery. The January meeting of the Committee considered the conclusions of this workshop and provided further scrutiny of the emerging budget proposals.

2.2. At its meeting on 2 February 2023 the Combined Authority approved the outcome focussed business plans on a page, budget, transport levy and treasury management statement. These are attached/linked to this paper.

2.3. Since the last meeting of the Committee the business plans have been further developed to show planned outcomes for each team within each directorate, and ensuring a focus on equality, diversion and inclusion. These will be actively monitored during the coming year.

2.4. The final budget as approved by the Combined Authority is in line with proposals presented to the Corporate Scrutiny Committee. A balanced budget has been set, with the transport levy held at current levels, in recognition of the financial challenges facing local government. Non recurring savings achieved in the current year have been approved to be set aside to support the cost of bus services and to support the increased capital costs of projects that have arisen due to current inflation rates. Work will be required early in the year to seek to close projected budget deficits in subsequent years, and to establish a sustainable basis on which to support bus tendered services.

3. Tackling the Climate Emergency Implications

3.1 The proposed business plans include actions to support climate change.

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 considers the final approved business plans and budget.

10. Background Documents

None.

11. Appendices

Appendix 1 – Combined Authority business plan and budget paper 2 February 2023

Report to: West Yorkshire Combined Authority

Date: 2 February 2023

Subject: Business Planning and Budgets

Director: Angela Taylor, Director of Finance and Commercial Services

Author: James Nutter, Corporate Planning and Performance Manager

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

1. Purpose of this report

- 1.1 To approve the 2023/24 outcome led business plan.
- 1.2 To consider and approve the proposed revenue budget and transport levy for 2023/24, the revised position for 2022/23, the indicative capital budget and programme and treasury management statement.

2. Information

Introduction

- 2.1 2022/23 has been a challenging year for everyone. The war in Ukraine, rampant inflation, pay and local government funding pressures have combined to create a very difficult period in which to plan and budget. At the same time the climate emergency and levelling up agenda continue to necessitate a comprehensive response by the region over the short, medium and long terms.
- 2.2 The resultant cost of living and cost of doing business crisis has prompted a refocussing of some activity within the Combined Authority and the overall focus has been on continued delivery of services and projects to turn the Mayor's pledges into action in the regions. Some of the successes achieved during this difficult period include:

Creating a safer West Yorkshire

- Safety of women and girls strategy launch
- £14 million fund for victim services secured

- Police and Crime plan launch
- Mayors' safer community fund supported over 23,000 people
- Stalking advocacy service launch
- Bradford Interchange has been awarded 'station of sanctuary' status for the work it does to help asylum seekers and refugees.

Business and skills

- Over 1,000 tech jobs secured
- Supported over 60,000 adult learners
- Supported 542 start-ups to develop and grow
- £3.4million in Apprenticeship levy transfer funding
- Launched a £1 million fund to help businesses struggling with energy bills
- Hosted the West Yorkshire Innovation Festival.

Creativity

- Invested over £11 million for Creative new deal
- Launched a creative showcase celebrating West Yorkshire's £2 billion powerhouse creative sector
- Working with partners on Leeds Year of Culture 2023 and Kirklees Year of Music 2023

Inclusivity

- £3 million for charities to provide food and warmth to those most in need during colder months
- Recruitment of an Equality and Diversity Champion has begun
- Celebrating the women and girls of West Yorkshire with a festival of events for International Women's Day in 2022 and another programme of events is being planned for 2023
- Creation and upcoming launch of an EDI strategy and plan to create a more inclusive West Yorkshire

Transport

- Secured a further funding boost of £2.5 million to develop cycling and walking network after Active Travel England recognised the region as 'Top Tier'
- Launched £2 Mayors Fares for bus journeys across West Yorkshire
- £640,000 to boost active travel
- Launched the MCard safer travel tool

Tackling the Climate Emergency

- 1,000 green skilled jobs have been pledged
- 111 zero emission buses

- £40 million fund identified to tackle the climate and environment emergency
- £1 million for businesses to go green and save on bills
- Launched a £10,000 Mayors innovation prize to tackle the climate emergency

Investing in infrastructure

- Start of White Rose rail station construction
- Construction moves forward on the new Halifax bus station
- Stourton Park and Ride won Transport Project of the Year in the 2022 in the British Construction Industry Awards and the Major Project Award in the 2022 Highways UK Excellence Awards

Business Plan 2023/24

- 2.3 Building on the challenges and successes of 2022/23 an emerging draft 2023/24 business plan and budget were considered by the Combined Authority on 8th December 2022. Members were informed that the plan will align to the new, outcome-led directorate operating model and organisational structure, and consider the immediate and emerging financial environment.
- 2.4 The outcome led business plan has the seven key priorities formulated by the Combined Authority and its partners (see Figure 1) at its heart. These are the ultimate long term impacts that the business plan and the resources marshalled to achieve it, are being directed to deliver. These are consistent with the emerging West Yorkshire Plan which will be brought to the Board for consideration later this year;

Figure 1: Overview of impacts

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

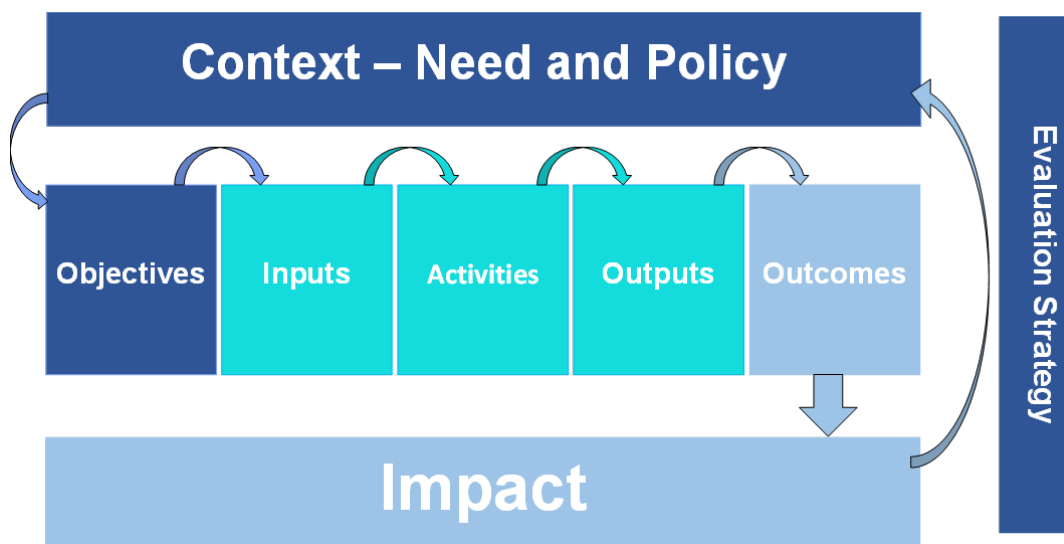
- 2.5 As the above priorities are underpinned by three cross-cutting aims listed below, so is the outcome led business plan. Directors and their teams have been asked to develop their activities and plan for delivery of outcomes with these themes running through them;
- Tackling the climate emergency;
 - Growing an inclusive economy; and
 - Embedding equality, diversity and inclusion.
- 2.6 Examples of how Directors have done this are provided below:

EDI	Applicable to all Directorates - targets from the EDI Action Plan have been worked into each Plan on a Page and will be monitored through the Corporate KPIs.
	A HR outcome is to deliver the HR elements of the EDI objectives and plan, and have various outputs embedded within that which will enable this.
	PMA will strengthen the assessment of EDI and Inclusive Growth to ensure decision makers have the appropriate information to hand when making decisions on project approvals.
	Within Business, Innovation, Skills and Culture policy, all work will be underpinned by EDI principles to ensure that EDI is embedded on their agenda.
	Policing, Crime and VRU will implement the Mayor's Police and Crime Plan through which EDI is a cross-cutting theme, which includes (for example) the Women and Girls Strategy.
	Strategy and Corporate Performance will support the delivery of the organisations EDI vision, through the EDI Action Plan and associated reporting.
	Communications will evolve their approach to inclusive consultations and engagement, and will also support the organisation's ambition to be an inclusive and exemplary employer.
	Passenger Experience will deliver more comprehensive and inclusive services, to make frontline services more inclusive.
	Mobility Services will ensure the Access Service meets customer needs and delivers value for money (this service supports vulnerable adults in West Yorkshire).
	Within Transforming Cities Fund, teams will fully support the diverse communities of West Yorkshire by ensuring decisions are developed based on inclusive decision making.
	An outcome for 2023-24 is to begin exploring and developing a Corporate Environmental Sustainability Plan.
	PMA will embed the assessment of carbon and wider climate change impacts to ensure promoters take account of sustainability when developing schemes.

Tackling the Climate Emergency	Commercial will deliver more social value in the supply chain to support Net Zero ambitions. Carbon impact considerations will form part of all strategies over £60K.
	Within Business Support, SME's will be supported to make meaningful contributions to the climate emergency whilst reducing their footprint. Various outputs embedded within will support this.
	Employment and Skills will develop and implement actions to achieve targets identified in the Digital Skills Plan and from the Mayor's Green Jobs Task Force, including a delivery plan for the creation of 1000 Green Jobs and skills transition from Net Zero.
	Mass Transit will develop a sustainability strategy for mass transit which sets out an approach to carbon reduction measures, Net Zero approaches and climate adaption and biodiversity measures.
	Across Place and Environment Policy and Economic Implementation there are various outcomes related to sustainable housing, flood resilience and solar power.
	Communications will promote actions on climate, culture and place, including campaigns to drive behaviour change.
	Research and Intelligence will enhance tools and evidence used to assess how projects support the 2038 climate ambition for Net Zero.
	Facilities and Assets will focus on reducing carbon and energy emissions through installing solar panels at seven bus stations across West Yorkshire.

- 2.7 The outcomes that will be delivered by the Combined Authority through this coming year's business plan are heavily influenced by the cost of living crisis and tight fiscal environment that the West Yorkshire partnership is operating in. Consideration has been given to the ability to deliver the activities with the budget and people affordable in this tough fiscal climate.
- 2.8 Business plans have been formulated using a 'logic mapping' approach (see Figure 2). Adopting this approach as an integral part of the organisational evolution programme should enable a more effective application of the Combined Authority's principal resources, namely its people and its budgets.

Figure 2: Logic mapping approach



- 2.9 The approach also enables a more integrated approach to corporate performance monitoring and management through a regular assessment of the KPIs (outputs), budget (inputs) updates and people (inputs) through performance reviews. A greater integration of the corporate approach to risk management is also enabled through this approach. Governance and Audit Committee considered this at the January 2023 meeting.
- 2.10 Embedded in each directorate business plan and at a corporate level are the corporate equality, diversity and inclusion targets agreed recently at Strategic Leadership Board. These multi-year targets have been applied so they are relevant for delivery in 2023/24.
- 2.11 The business plan for 2023/24 is presented in the form of nine 'Plans on a Page'. These can be found at **Appendix 1** and there is one for each directorate (noting that the structure of the Corporate Core is still evolving) as well as a summary, corporate one. Subject to the Board approving the 2023/24 business plan and budget, work will then commence on development of the Corporate Plan.
- 2.12 The outcome led approach to business planning will be developed further during the course of 2023 to enable a fully aligned and integrated, outcome led, business plan, budget and resource plan for 2024/25. This will also be strongly linked to the Combined Authority's role in delivery of the West Yorkshire Plan.

Revised outturn for 2022/23 and proposed budget 2023/24

- 2.13 Members considered the emerging position on the proposed budget at the meeting on 8 December. At that time work was close to completion on a revised forecast for the current year and the position for 2023/24 presented a

funding gap of £462k, with work underway to close that position in order to present a balanced budget to this meeting for approval.

- 2.14 Indicative budgets for the subsequent two years have also been prepared to help inform a three year medium term financial strategy. This is challenging in the context of a volatile external economic environment, with assumptions made in February 2022 when setting the budget on inflation and funding for example being subject to significant change over the last eight months.
- 2.15 While inflation generally has caused significant pressure points in this year and subsequent years the most difficult area to manage has been bus tendered services. The impact of COVID-19 on bus operations since 2020 has fundamentally altered the operating environment, with a requirement from government that transport authorities and bus operators work together to provide a viable bus service, with some support from government in the form of bus recovery grants which met some of the additional costs.
- 2.16 The costs of supporting the current bus tendered services have continued to increase in the current year, driven by inflation and the consequences of bus operators actions and failure of CT Plus. At the same time expenditure on concessionary travel has remained at pre-pandemic levels and this has enabled the transfer of budget from concessions to bus tendered services in year. This has enabled the current network to broadly be maintained but means that continuing inflationary increases in future years will not be able to be contained within current budgets.
- 2.17 The transport levy which is paid by the five constituent authorities is set at a level to meet the costs of providing the statutory and other services provided across West Yorkshire. It is required to be set by 15 February in the year preceding that to which the levy applies.
- 2.18 As transport costs are rising due to inflation it would be appropriate to increase the transport levy to reflect this increase. Taking 5% as the benchmark, reflecting the expected increases in council tax nationally, this would generate an additional £4.9 million for 2023/24, rising by £5.2 million the year after.
- 2.19 In practice however the levy has remained largely cash flat (ie real term reduction) over the last ten years, in recognition of the funding challenges facing local authorities. There has been a clear direction provided by local authority partners and confirmed at the last meeting that the Combined Authority should seek to avoid any increase to the transport levy. The budget proposal has therefore been prepared on that basis.
- 2.20 While the levy remains cash flat at a total level, the collection mechanism is based on population so any changes in relative population between the local authorities will change the cost to them. This figure has been provided to the local authority Finance Directors for budget purposes, and shows only a small variation for each partner authority compared to last year (please see **Table 1** below).

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

- 2.21 Adjustments have been made to the levy for a number of years to enable an equitable distribution of funding that has been paid to local authorities when formerly it was paid directly to the Combined Authority (and the former West Yorkshire Integrated Transport Authority). This includes for example concessionary fares funding that was paid to the partner authorities on a different formula basis than population. These adjustments were agreed with them and ensure that they each 'passported' through to the Combined Authority any relevant direct funding received. The mechanism involves setting a gross levy and providing a rebate to each local authority in the year to compensate for any over-recovery. In order to ensure consistency in respective levy payments these agreements have been presumed to continue for 2023/24.
- 2.22 Members may recall that agreement has previously been made for a portion of the annual transport levy to be set aside to fund the West Yorkshire plus Transport Fund reserve. This was created as a means of meeting the required local contribution to the WY+TF for which £750 million was provided by government. Further information is set out in paragraph 2.50 below.
- 2.23 In the absence of additional funding via the levy to meet the pressures on bus tendered services Members endorsed at the last meeting an approach whereby savings achieved on concessionary travel reimbursement are ringfenced to support increasing costs on bus tendered services in 2023/24 and possibly to an extent in 2024/25. This will enable further work to be undertaken during 2023/24 on the network review, with the development of options to determine a sustainable level of service for future years. This will also include an examination of schools services, with a focus on ensuring clarity on the different elements of the provision and how they are funded. Some changes have already had to be made to schools services since the start of the school year which have increased pressure on next year's budget by £279k.
- 2.24 The budgeted position on bus expenditure is set out in the appendix, with net costs on tendered services expected to increase from £19.9 million in the current year to £25.2 million in 2023/24. Assumptions have been made as to the likely level of inflation on bus tendered services, based on current patterns and intelligence from bus operators. This is also impacted by the government funding being provided to both bus operators and local transport authorities which is expected to come to an end in March 2023. Whilst additional funding received from government in 2022/23 has been beneficial in offsetting increased costs in year this creates a significant problem going forward as costs remain at higher levels but the subsidy falls away.

- 2.25 No real changes have been made to concessionary travel reimbursement since the start of the pandemic but a return to the usual method of calculation for the statutory English National Concessionary Travel Scheme (ENCTS) has been anticipated in the budget planning for next year. The reimbursement calculations are based on a model from which a rate per passenger is determined and this is applied to the number of passengers carried. It is expected that bus operators will assert an increase in operating costs that would drive up the cost per passenger, but with patronage only slightly lower than pre-pandemic levels the overall cost is likely to increase. This reversion to the model increases the volatility of this budget area and the bus team will be keeping this under tight review to ensure value for money is achieved.
- 2.26 BSIP funding has now been confirmed and will be added to the budget as final approvals are made through the assurance framework. This will provide funding for both additionality to the network as well as the ongoing funding for the Mayor's Fares initiative which is seeking to make bus travel more affordable and encourage more use of the network. The prospect of future Government support for the bus network more generally ie a continuation of the bus recovery grant, is looking unlikely, and with no confirmation of this at the time of writing it is assumed for budget planning purposes that this will not happen. Should funding be forthcoming a report will be brought back to Members to consider the implications and opportunities this would bring.
- 2.27 Inflation is the key factor impacting other areas of the current year and future years' budgets. Increases in energy costs in particular have doubled costs in the current year with a further 15% increase expected in future years. Costs of materials and labour are affecting the planned works and repairs budgets for bus stations and shelters, with allowance having to be made for a 10% increase both this year and next. Similar increases are being forecast for ICT contract costs.
- 2.28 The pay award finally settled for 2022/23 was in line with that made in local government and at 4% was twice the level the Combined Authority (and local partner authorities) had allowed for in budget planning. An assumption of a further 4% has been built in to the 2023/24 proposed budget.
- 2.29 The triennial pension revaluation is due this year and preliminary figures show a slight decrease in the employer contribution rates for 2023/24 and subsequent years. This is helpful in partially offsetting the increase assumed for salary costs.
- 2.30 Staffing levels have been a cause for concern in the year with a number of savings arising due to delays in filling certain vacancies. Tighter vacancy management arrangements have been put in place to ensure all posts released for recruitment have been scrutinised and confirmed as essential and the vacancy target has been increased from £2.1m to £3 million next year to reflect this.
- 2.31 Recent changes in interest rates have also increased the return on cash balances held but as they are largely related to capital grants unspent it is proposed that this income is used to support the capital programmes that are severely impacted by inflationary increases.

- 2.32 The forecast outturn for 2022/23 shows a net position of a small surplus, with transfers to be made to a capital reserve and the transport reserve as explained above and this is set out in **Appendix 2**. The budget as originally agreed last February has been restated to reflect the current directorate structures and responsibilities and there are a number of in year movements to conclude the position shown in the appendix. These largely relate to expenditure on bus services which has been considered throughout the year, staff vacancies and additional funding and expenditure for projects that have been approved during the year.
- 2.33 The proposed budget for 2023/24 is presented in **Appendix 3**, showing a very small surplus for the year. Alongside this is the indicative position for the next two years, both of which still include a budget gap. While the use of the transport reserve assists in managing the immediate pressures on bus tendered services urgent work is required in the coming year to manage future demand. The financial challenge faced beyond 2023/24 is likely to be significant, given the real terms cut in levy and expected increasing cost of tendered service provision as commercial services are withdrawn. Delivery of the Bus Service Improvement Plan will drive change in the Combined Authority's role in bus service provision, fares and in its customer facing services.
- 2.34 In addition to the work on bus set out above further work will be needed on all areas of the budget to develop a sustainable position for the three year medium term position. This will include a focus on income generation opportunities, to consider if the existing asset base can provide further income and if further schemes similar to the Foresight West Yorkshire SME Investment Fund should be explored. This is expected in time to generate returns of 15%. Opportunities for investment or co-investment also need to be explored to support the delivery of the investment priorities.
- 2.35 The policy towards capitalisation of staffing costs continues in line with previous years. The costs of the Delivery teams within directorates, which are fully engaged in the delivery of capital programmes and projects, are funded from capital either charged directly to the project or through a small topslice of capital funding across the programme. A proportion of the costs of the supporting teams ie corporate and commercial, research and intelligence, policy, strategy and communications are also funded in this way. The model of charging individual posts to specific time limited projects is becoming more difficult to manage as the size and complexity of the programmes being delivered increases and it is intended over the coming year to review and simplify the way in which staff are funded and deployed to enable better longer term workforce planning and budgeting to take place. The review will also consider the opportunity to utilise more capital recharges to reflect the increasing scale of work being undertaken across the organisation in support of the growing capital programme.

Mayor's costs

- 2.36 The current budget includes the costs of a small team to directly support the Mayor. This is included largely unchanged in the coming year's budget, seeking to cover the costs of the Mayor and her immediate team. Ultimately all teams across the whole organisation are supporting the Mayor and the

other members of the Combined Authority, and recent organisational changes have been made to enable more effective support of the priorities of the organisation and ensure a firm focus on outcomes.

Policing

- 2.37 The proposed budget excludes the income and expenditure relating to policing and crime. The setting of the policing budget is a Mayoral function, alongside setting the police precept and a separate process is drawing to a conclusion for these. All direct costs of policing are managed within the separate Police Fund and where services and support are provided from within the wider Combined Authority an appropriate level of recharge has been agreed on.

Capital programme

- 2.38 An indicative three year capital programme and proposed funding is set out in **Appendix 4**. This reflects the recent decisions made on the main transport programmes in response to the pressures of inflation. This saw a number of projects paused to enable a more affordable programme to be delivered in the short to medium term.
- 2.39 The programme is indicative, and sets out the known funded programmes. It is fully expected to be increased by projects that are being developed as pipelines for the investment priorities, with borrowing costs to be funded by gainshare. Updates on changes to the capital programme will be brought to the Finance, Resources and Corporate Committee during the year as well as monitoring reports on the current programmes.
- 2.40 The most significant programme at this stage is the transport interventions funded by the City Region Sustainable Transport Settlement (CRSTS) which has a significant spend profile escalating over the coming three years. The figures included in the appendix reflect the outcome of the recent decisions to revise both the CRSTS and the Transforming Cities Fund projects in the light of the increases in inflation over the past year.
- 2.41 In previous years, considering the flexibility granted from Government, the Combined Authority endorsed the approach whereby at the year end the available funding was applied to appropriate capital schemes in a way to maximise the use of time limited funding and reduce the risk of funding being clawed back or reduced in future years. This enabled certain funding streams to be carried forward to this and subsequent years in order to optimise the delivery of the portfolio of approved projects. It is proposed that a similar approach is taken for 2022/23 and that this be kept under review as part of the year end closedown work. This approach is supported by BEIS for the capital funding they provide, with freedoms and flexibilities previously applied for both the Growth Deal and the Getting Building Fund for example.

Minimum revenue provision policy (MRP)

- 2.42 MRP is the charge to the revenue budget made in respect of paying off the principal sum of the borrowing undertaken to finance the capital programme. MRP, which is largely defined by regulation, is aimed at ensuring that the Combined Authority does not have time expired/fully depreciated assets whilst still holding associated outstanding debt.

- 2.43 For borrowing prior to April 2019 annual MRP is calculated using 4% on debt outstanding. For capital expenditure incurred on or after 1 April 2019 and funded through borrowing, MRP is calculated using the asset life annuity method. Using this method MRP is calculated in a similar way as calculating the capital repayment element of a fixed rate repayment mortgage. In accordance with provisions in the guidance, MRP will be first charged in the year following the date that an asset becomes operational.
- 2.44 The asset life annuity method calculation requires estimated useful lives of assets to be input into the calculations. These life periods will be determined under delegated powers to the Chief Finance Officer, regarding the statutory guidance, and are detailed in the Accounting Policies. However, the Combined Authority reserves the right to determine useful life periods and prudent MRP in exceptional circumstances where the asset life annuity method would not be appropriate. Any such cases will be referred to the Combined Authority by the Chief Finance Officer.
- 2.45 Where capital expenditure cannot be related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure. Also, whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.
- 2.46 Recognising the impact of MRP on the revenue budget is an important element in determining the affordability and sustainability of borrowing to fund an asset. Essentially, if there is no on-going capacity within the revenue budget to afford the MRP then the borrowing should not be taken out in the first place. Therefore, a robust business case demonstrating a rate of return in excess of costs (including MRP) is important and to be considered as schemes progress through the Assurance Framework.

Treasury management

- 2.47 The treasury management function is undertaken in conjunction with Leeds City Council under the terms of a service level agreement. The Combined Authority is required to prepare an annual prudential statement, setting out treasury activity in the year, the arrangements in place and details of the funding position. The statement has been updated from that approved last year to reflect the changes required as a result of changes to the Prudential Code. This was considered and endorsed by the Governance and Audit Committee at its meeting on 13 January 2023 and is set out in full in **Appendix 5**.

Reserves

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

Reserves policy for general reserve

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

Table 2 General Reserve Policy –

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

Other reserves

2.50 The West Yorkshire plus Transport Fund (WY+TF) reserve was established to enable effective management of the borrowing costs of the WY+TF and to avoid the need for sudden increases in levy funding. The WY+TF was established as part of the City Deal forerunner to the Mayoral Combined Authority and required a £250 million local contribution to match Government's £750 million. An annual contribution of £5.x million is being made into this reserve each year to smooth the expected spike in borrowing costs that will shortly commence - the current estimates on the capital programme forecast that this reserve starts to be utilised from 2023/24. The capital spend and use of this reserve for borrowing will be kept under annual review.

- 2.51 A specific transport reserve of £2 million was created at the end of the last financial year to support future transport cost pressures following the expected as government funding comes to an end. The current year budget forecast identifies a further £3 million of non-recurring savings on concessionary transport reimbursement costs that it is proposed is transferred in the transport reserve to meet future demand, with this sum then utilised in 2023/24.
- 2.52 The Combined Authority also has a number of capital reserves - usable capital reserves can only be used to fund capital expenditure including capital grants unapplied and capital receipt reserve, and other 'unusable' reserves, required for statutory purposes and which are not available for other purposes, including the pension reserve, capital adjustment account and revaluation reserve. It is proposed that the non recurring interest income surplus identified in 2022/23 and 2023/24 is transferred to the usable capital reserve.

Other Reserves

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

Summary

- 2.53 The proposed budget for 2023/24 is recommended for approval. It is not without its challenges and while robust estimates have been included and prudent assumptions have been made close monitoring of income and expenditure will be needed to ensure the budget is achieved. Regular reporting to Finance, Resources and Corporate Committee will continue throughout the year, as well as updates to the West Yorkshire Directors of Finance.
- 2.54 The new directorate structure that seeks to ensure greater focus on outcomes will also support greater accountability for financial decision making and focus on value for money in all activities. The introduction of a new integrated finance system by the start of the financial year will provide much improved reporting capabilities with a fully embedded budgetary management system.
- 2.55 Work will continue early in the new financial year to close the budget gap in future years, with each directorate tasked with reviewing current income and expenditure and identifying costed savings plans and actions to review ahead of the formal budget setting process in the autumn.

3. Tackling the Climate Emergency Implications

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

4. Inclusive Growth Implications

- 4.1 Enabling Inclusive Growth is a key corporate objective and therefore measures on how the organisation aims to achieve this, are set out in our Corporate Plan, Directorate Business Plans and Corporate Performance reports. One of our key objectives is to deliver our Inclusive Growth Framework in order to reduce inequalities in our communities. Inclusive growth will remain embedded throughout the corporate priorities on which the development of the Corporate KPI's and resulting business planning is based.

5. Equality and Diversity Implications

- 5.1 The Equality and Diversity aims of the organisation are embedded throughout our internal and external corporate objectives and hence our business plan. Each directorate has corporate targets to meet as part of the business plans. These have been defined through the Equality, Diversity and Inclusion Strategy and Action Plan through which we are aiming towards achieving excellence against the Equality Framework for Local Government.

6. Financial Implications

- 6.1 As this is a budget report all financial implications are set out throughout the main body of the report.

7. Legal Implications

- 7.1 The Combined Authority is required by the levying regulations to set the transport levy for 2023/24 by 15 February 2023.

8. Staffing Implications

- 8.1 The budget includes the costs and funding for current approved establishment and the associated employer on-costs.

9. External Consultees

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

10. Recommendations

- 10.1 That the Combined Authority approves the outcome led business plans for 2023/24.

- 10.2 That approval be given to the Combined Authority revised outturn budget for 2023/24.
- 10.3 That approval be given to the indicative capital programme and budget for 2021/22 – 2024/25.
- 10.4 That in accordance with the powers contained in the Local Government Finance Act 1988 (as amended) and by virtue of article 9(6) of the West Yorkshire Combined Authority Order and the Transport Levying Bodies Regulations 2015 (as amended) a levy of £103 million be determined for the year ended 31 March 2024.
- 10.5 That the Director, Finance and Commercial Services be authorised to issue the levy letter in respect of the financial year ending 31 March 2023 to the five District Councils in West Yorkshire.
- 10.6 That a payment of £5.09 million be made to the five District Councils in accordance with Table 1 of the report.
- 10.7 That authorisation be given to the Director, Finance and Commercial Services to arrange appropriate funding for all expenditure in 2022/23 and 2023/24 subject to statutory limitation, including the most appropriate application of capital funding as set out in the report.
- 10.8 That approval be given to the continuing of the policy, effective from 2017/18, for recovering the Combined Authority costs of managing the capital programme against the capital programme spend being mainly West Yorkshire plus Transport Fund, Transforming Cities, Getting Building Fund, Brownfield Housing, Local Transport Plan Integrated Transport and any schemes developed in year.
- 10.9 That the adoption of the CIPFA Code of Practice for Treasury Management in Public Services be reaffirmed.
- 10.10 That the treasury management policy as set out in **Appendix 5** be approved.
- 10.11 That the prudential limits for the next three years as set out in **Appendix 5** be adopted.

11 Appendices

Appendix 1 - 2023/24 business plan 'Plans on a Page'.

Appendix 2 – 2022/23 revenue budget forecast outturn

Appendix 3 – 2023/24 proposed revenue budget

Appendix 4 – Indicative capital budget 2022/23– 2025/26.

Appendix 5 – Treasury management statement

CORPORATE PLAN ON A PAGE 2023/4

Corporate Objectives	Empowering our communities, towns, and cities to thrive	Building a sustainable, nature rich and carbon neutral region	Creating an accessible, clean and customer focussed transport system	Supporting community safety and accountable, proactive policing	Championing culture, sport, and creativity	Driving economic growth and innovation to enable good jobs	Enabling a diverse skilled workforce and accessible learning for all
Mayoral Pledges	Build 5000 sustainable homes including council houses and affordable homes.	Tackle the climate emergency and protect our environment.	Bring buses back under public control, introduce simpler fares, contactless ticketing, and greener buses.	Put women & girls at the heart of my policing plan. Recruit 750 more frontline police officers and staff to fight crime.	Lead a Creative New Deal to ensure our creative industries are part of the broader recovery strategy.	Support local businesses and be a champion for our regional economy. Appoint an Inclusivity Champion to work to ensure that the region's recovery benefits us all.	Create 1,000 well paid, skilled jobs for young people. Prioritise skills & training to ensure everyone has the skills to secure work.

EQUALITY, DIVERSITY, AND INCLUSION (EDI)

During 2022/23 an EDI Action Plan was developed and agreed, which outlines targets for the organisation until 2028. This plan includes our Equality Objectives up until 2024:

1. Champion Equality, Diversity, and Inclusion externally and develop an excellent regional and national reputation.
2. Consult and engage with our people, communities, and businesses to understand their diverse needs and ensure our services meet their needs.
- 25 Ensure our workforce reflects the diversity of West Yorkshire.

The Equality Framework for Local Government has four themes which we will monitor our progress against. Each theme has a rating of either Developing, Achieving, or Excellent. We are aiming to be excellent across all four themes and have at least a minimum rating of achieving across all four by 2024.

The four themes are:

1. Understanding and working with your communities
2. Leadership, partnership, and organisational commitment
3. Responsive services and customer care
4. Diverse and engaged workforce

Each Directorate is committed to achieving these targets, and a breakdown for the year 2023/24 is included on the plan on a page for each directorate area.

Each directorate has outlined their outcomes and outputs for 2023/24, headlines can be found on the following plans on a page.

However, there are three key commitments for the organisation for the following year to support the region as follows:

- Responding to the cost-of-living crisis and supporting people and businesses in West Yorkshire.
- Responding to the climate emergency and working to make West Yorkshire a greener, cleaner, safer, and more inclusive region.
- Working to make a better-connected West Yorkshire.

Mayor's office 2023-24 outcomes:

- The Mayor, LEP Chair and Political Leaders will strengthen relationships with local, regional, and national stakeholders.
- The Mayoral Office will support the organisation to meet its ED&I objectives in support of the mayoral ambitions.
- An improved recording and process for Mayoral political decision making to ensure the organisation is clear of the political decisions which have been taken.
- Citizens who contact the mayoral office will receive timely and satisfactory answers to their queries.
- The Mayor, LEP Chair and political leaders will have manageable workloads and feel well prepared for their duties, with public transport for travel prioritised at all times.

ENVIRONMENTAL SUSTAINABILITY

We're working to make West Yorkshire net zero by 2038, making significant progress by 2030.

In 2023/24, a Corporate Environmental Sustainability Plan will be produced which will outline our action plan to reduce our corporate impact on the environment and embed sustainable practices, to help make West Yorkshire a greener and cleaner place to live for our communities.

Directorates have been asked to consider environmental sustainability and embed this within their outcomes and outputs for 2023/24, reflecting both the Combined Authority and the Mayor's commitments to tackling the climate emergency.

THE WEST YORKSHIRE PLAN

Work is ongoing on the development of a West Yorkshire Plan to provide an overarching narrative for the region. This will be published in 2023/24.

The West Yorkshire Plan will provide a new framework to reflect major changes including, the devolution deal and election of the first Mayor of West Yorkshire, ongoing impact of cost of living and doing business crisis, government's priorities for growth and proposals for spending cuts. The primary audience for the plan is government and regional partners. The intention of the Plan is to set targets that are aspirational and represent an ultimate ambition for the region, the plan includes draft targets currently, but these will be updated once the narrative has been agreed. State of the Region reporting will continue to provide the monitoring framework underpinning the West Yorkshire Plan and wider policies and strategies of the Combined Authority.

RISKS

Our principal risks in 2023/24 are likely to continue to be:

1. Cost inflation pressures
2. Recruitment difficulties
3. Public sector fiscal tightening

The Combined Authority's risk appetite will be re-examined during 2023/24 to safeguard delivery of our desired outcomes.

OUR VALUES

Working Together | Positive about Change | Easy to do Business With | Working Intelligently | Championing our Region

RESOURCES

Capital Spend: £321.3m
Revenue: £285.3m

The staff resource required to deliver outcomes is captured on each plan on a page.

OUR DIRECTORATES

A new outcome led directorate structure is in place for 2023/24 across all areas of the organisation.

Chief Operating Officer | Finance and Commercial Services | Inclusive Economy, Skills, and Culture | Transport Policy and Delivery | Transport Operations and Passenger Experience | Mass Transit | Policing, Environment and Place | Strategy, Communications and Intelligence | Mayoral Office

Our framework for success is set out in our annual State of the Region report and monitored through our [dashboard](#)

CHIEF OPERATING OFFICER | DIRECTORATE PLAN ON A PAGE 2023/4

Empowering our communities, towns, and cities to thrive

Building a sustainable, nature rich and carbon neutral region

Creating an accessible, clean and customer focussed transport system

Supporting community safety and accountable, proactive policing

Championing culture, sport and creativity

Driving economic growth and innovation to enable good jobs

Enabling a diverse skilled workforce and accessible learning for all

LEGAL AND GOVERNANCE SERVICES

HUMAN RESOURCES

PORTFOLIO MANAGEMENT AND APPRAISAL

Outcome 1: Provide legal support across all key projects and commercial activity including the longer term aims in respect of West Yorkshire's future transport services such as Bus Franchising, Mass Transit and upgrading of rail network together with programmes and projects including WY Plus Transport fund; CRSTS programme; Delivery of LTP schemes and active travel, Transforming City Fund, Carbon mitigation programme, Flood resilience projects, Housing retrofit & Solar PV programme; Brownfield Housing Fund; British Library North; Housing and employment accelerator fund. Additional resource will be required to support bus franchising and may be needed for other projects.

Outcome 2: Continue to support the management of land and property portfolios owned by the Authority.

- Upon instruction the legal team will carry out 2nd line checks to ensure EQIA/EDI elements have been carried out by the lead officer across the Authority.
- Programmes to be planned through business partnering model with legal and CA colleagues working towards one outcome. Agreeing timelines, one to one and through attendance at Programme and Project Boards.

Outcome 3: Oversee and steer the governance of the Authority and ensure effective, accountable, and transparent decision making and play a key role in shaping the compliance agenda including the Information Management Strategy and EDI, driving up high standards of governance and regulatory/IG compliance.

- Constitution: annual review, updating of documents and publication of Constitution (timescale within 4 weeks of annual meeting). In year changes to Constitution as a result of changes in legislation, to process or organisational changes.
- Compliance with FOI and DSAR statutory timescales (100% within deadlines).
- Compliance with Data Security Incident reporting timescales (100% reviewed within 72 hours).

Outcome 4: Provide advice and support in the further development of governance arrangements in respect of the Mayor's PCC functions, support negotiations and ensure organisational readiness for further devolution and support delivery of the 2024 Mayoral election.

- Advise and assist the mayor on statutory responsibilities in relation to complaints (advice provided within 5 working days of request).
- Support 100% of the National Police Air Service, National and Local Strategic Board meetings.
- Act as Project Lead and deputy Project Lead for 2024 Mayoral election.

Outcome 1: Design and implement an organisation fit for purpose as a Mayoral Combined Authority for the next 3-5 years, through the Organisation Evolution programme of work.

- Work closely with the delivery partner to develop a revised organisational structure fit for purpose for a Mayoral Combined Authority for the next 3-5 years.
- Undertake required engagement and consultation to agree and implement structures as required through the management of change process and make the associated amendments.
- Contribute to other related workstreams and organisation development initiatives.

Outcome 2: Delivery of the HR elements of the EDI objectives and plan.

- Co-ordinate various EDI related action plans and incorporate into the HR workplan.
- Attend EDI working groups, staff network groups, employee engagement groups etc and discuss and action related tasks/issues.
- Complete recruitment to the HR Data and systems officer role, complete the reconfiguration of the organisation establishment and provision of MI and data to support EDI.

Outcome 3: Replace the outdated HR (finance and payroll) system to provide the organisation with a modern way of managing the establishment, workforce planning, production of workforce data and enable efficiencies in processes. Enable better quality reporting of protected characteristics and EDI workforce data.

- Design, configure, test, and build the system.
- Complete the data migration and transfer including the revised organisational structures.
- Revise business processes
- Provide training and support to the organisation for go live.
- Development of other modules post go live including talent and succession and training.
- Implementation of the revised Ts and Cs once agreed and reconfiguration of the system to reflect those.

Outcome 4: Develop an improved Learning and Development offer (including the further development of our apprenticeships strategy and the development and launch of a pilot graduate training scheme).

- Enable the new L&D partner to develop the organisations L&D strategy.
- Establish the process for identification of learning needs in departments.
- Work with the L&D network to progress key projects, i.e., coaching and mentoring
- Understand the organisational requirements for L&D and translate this into the L&D strategy.
- Work closely with EDI officer, staff network groups and HR Advisor, recruitment, and diversity to deliver the L&D aspects of the EDI plan.

Outcome 1: Assurance Framework remains flexible and proportionate; lessons are learned for future and all schemes are evaluated and their impacts are proven without delay.

- 90% of Appraisal specification reports reviewed within 30 working days.
- 90% of PIMS data reflects decision point approvals within 4 weeks.
- 90% of Assurance approvals are within the timescales detailed in the PAT Schedule.

Outcome 2: Embedding the assessment of carbon and wider climate change impacts to ensure promoters take account of sustainability when developing schemes.

- 100% of schemes undertake CIAs and are reported in Project Approvals reports.

Outcome 3: Strengthening of the assessment of equality, diversity and inclusion and inclusive growth to ensure decision makers have the appropriate information to enable them to take these into consideration when making decisions on project approvals.

- 100% of schemes undertake an EqIA.
- 100% of schemes include EDI and IG outcomes in their monitoring and evaluation plans to ensure that evaluation happens at DP7 and we can learn what is being most effective.
- 100% of schemes include a section on EDI and IG in Project Approvals reports.

Finance and Commercial Services and Strategy, Communications and Intelligence will also report to the Chief Operating Officer.

The plans for these directorates can be found on the following pages.

OUTCOMES AND OUTPUTS

26

BUDGET

Capital Budget

£0

Revenue Budget

£14.9m total expenditure

PEOPLE REQUIRED TO ACHIEVE THE OUTCOMES

Legal and Governance: to be determined

Human Resources: to be determined

PMA: to be determined

EQUALITY, DIVERSITY AND INCLUSION

Workforce Targets | Our overall ambition is that our workforce, including our leadership, will be at least representative of the West Yorkshire population for the protected characteristics of disability, ethnicity, gender, and sexual orientation. To be achieved by 2030 (interim targets to be agreed following Census 2021 information and formation of the EDI strategy from 2024). 100% of employees complete their EDI monitoring information on new ICS system (including prefer not to say) – excluding people on maternity leave and long-term sickness – 2024.

Pay Gap Monitoring | By the end of 2023/24 the mean gender pay gap reduced by minimum of 0.5 percentage point. And the mean ethnicity pay gap reduced by minimum of 2 percentage points. Contributing to a zero-pay gap for gender and ethnicity by 2028

KPI's and Management Targets | By the end of 2023/24 100% of recruitment processes will be inclusive. And 100% of all new Role Profiles include EDI requirements and 100% of Strategies, Policies and Plans have EDI embedded.

Learning and Development | By the end of 2023/24 100% employees complete IHasco mandatory EDI and unconscious bias training. Over 75%* of employees complete the optional EDI IHasco units. 100% of SMT complete EqIA training (training to be procured in 2023).

RESOURCES

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

INTERNAL AUDIT	COMMERCIAL	FINANCE	ICT SERVICES
----------------	------------	---------	--------------

<p>Outcome 1: Agree and deliver the Audit Plan, therefore an audit opinion will go into the Annual Governance Statement, giving internal and external assurance on controls, risk management and governance. Sufficient EDI work will also be built into the Audit Plan. This will be measured by:</p> <ul style="list-style-type: none"> Progress against KPIs each quarter. Customer feedback against EDI audits to show 80% positive outcome. <p>Outcome 2: Grants certification to ensure funding clawback does not occur, and to give assurance to funders that claims are appropriate and have been audited.</p> <ul style="list-style-type: none"> Progress against KPI to turn around grant certifications within 3 days of presentation of all the relevant documentation and evidence. <p>Outcome 3: A dedicated resource provided to AEB and multiply to provide external confidence to central govt that programme providers are compliant and operating within rules, again reducing the risk of any funding clawback, and supporting programme to meet outcomes.</p> <ul style="list-style-type: none"> All provider audits to consider any relevant EDI requirements. Progress against KPIs will be measured each quarter, which will be a % of delivery against planned audits. <p>Outcome 4: Counter-fraud and Anti Money Laundering (AML) support provided to organisation, to support management of financial risk, provide assurance and allow organisation to deliver against corporate objectives.</p> <ul style="list-style-type: none"> Reviews of both the Counter-fraud and Whistleblowing, and AML policies to be reviewed in Jan 24. Two team members will be trained sufficiently to identify any potential arising EDI issues and escalate as necessary. <p>Outcome 5: Continuation of the provision of advice, whilst also making improvements and developments to data analytics and policies, ensuring better accountability, and more efficiency and effective delivery in meeting corporate objectives.</p> <ul style="list-style-type: none"> Progress against various KPIs will be measured each quarter. Sufficient EDI considerations will be built into reviews. 	<p>Outcome 1: Ensure relevant contracts are in place and are managed effectively to deliver corporate outcomes.</p> <ul style="list-style-type: none"> Programme of strategic contract reviews X%* of gold contracts where contract confidence indicators relating to the management of the contract are good or above. <p>Outcome 2: A centralised procurement service, ensuring maximum return for every pound spent, maximising the social value benefit from the supply chain.</p> <ul style="list-style-type: none"> 97% of procurement projects delivered on time. 5% Procurement savings as a % of addressable spend. Customer satisfaction for all procurement projects is good or above. Social value commitments secure at X%* of addressable spend. <p>Outcome 3: Delivering more social value through the supply chain to benefit the region and support Net Zero ambitions through procurement and contract management activity.</p> <ul style="list-style-type: none"> Carbon Impact considerations to form part of all procurement strategies over £60K. Increase in the number of local suppliers to the CA by x%*. Increase in the number of VSCE's engaged with by x%*. <p>Outcome 4: Protecting the CA's interests by reviewing and developing the commercial approach, thus enabling projects to be delivered, goals achieved and ensuring benefits are realised.</p> <ul style="list-style-type: none"> Delivery of the commercialisation action plan. Increase depth and breadth of commercial skills across the organisation. An enhanced due diligence process. A further developed approach for different investment vehicles. <p>*Percentage figure to be confirmed.</p>	<p>Outcome 1: Further develop the financial strategy and mechanisms to manage and drive effective use of funding across West Yorkshire, building strategic financial capacity in the team and developing the Single Investment Fund to maximise opportunities. This will improve visibility of funding and more informed investment choices. This will also include reporting on how funding is used to support EDI objectives.</p> <p>Outcome 2: Commence review of finance function and progress a business plan for a restructure that enables the team to provide financial leadership, support, challenge, and information. This will ensure progression and development opportunities for the whole team. Key output will be to build finance expertise and resilience with capacity and capability to meet business needs, including a focus on policing.</p> <p>Outcome 3: Continue to deliver a wide range of financial services (business as usual) including paying staff/suppliers; collecting debt; bank/treasury management; budget planning/monitoring and financial policy reviews. This will achieve compliance with statutory, audit and other requirements. Key outputs will include:</p> <ul style="list-style-type: none"> Achievement of KPIs; Approved budgets in February 2024; and Final audited accounts by end-September 2023. <p>Outcome 4: Provision of improved financial and management reporting, drawing out EDI implications, including finance business partnering. This will empower budget managers so they can be held accountable and improve information for decision making. Key outputs will include:</p> <ul style="list-style-type: none"> Regular training for finance users. Enhanced quarterly reporting to Committees. Introduction of an assurance process for budget monitoring. <p>Outcome 5: Align budgeting and business planning processes to reflect the new Directorate structure. This will ensure key outcomes are met across CA.</p> <p>Outcome 6: Consolidate treasury management arrangements under one provider to gain financial and efficiency savings. Key output will be a single SLA for treasury management.</p> <p>Outcome 7: Deliver benefits of new ICS implementation supporting new Directorate structure to enable greater empowerment and accountability for budget managers through enhanced financial reporting.</p>	<p>Outcome 1: Supply and manage a modern, secure and reliable, live and development technology service, ensuring all business-critical services are operational and organisational outcomes can be met.</p> <ul style="list-style-type: none"> Implement critical patches within 1 working day. <p>Outcome 2: Benefit bus passengers and support inclusive growth in the region by developing, maintaining, and supporting a Yorkshire wide Real-time system.</p> <ul style="list-style-type: none"> Produce bus journey predictions for Yorkshire & Humber on web, mobile, on-street, and other media. <p>Outcome 3: Future-proof bus data by delivering new modern systems.</p> <ul style="list-style-type: none"> By March 23 complete procurement of new systems. By Marsh 24 implement new systems. <p>Outcome 4: Improve access to key information and improve the ability to report, query and inform.</p> <ul style="list-style-type: none"> By March 24 new Data Platform becomes available. <p>Outcome 5: Transition services into the Cloud and ensure systems are accessible, resilient and have a high level of uptime.</p> <ul style="list-style-type: none"> Complete migration by 31 August 23. <p>Outcome 6: Protect CA information by having better security processes and operations.</p> <ul style="list-style-type: none"> Complete the implementation of an Information Management strategy by March 2024. Security Operations Centre to be implemented by 30 September 2023 <p>Outcome 7: Develop new systems to deliver better business and economic services.</p> <ul style="list-style-type: none"> Procure a new customer relationship management system for business information, ensure this data is better shared across WY councils. Update corporate technology strategy to identify ways to harness technology to drive efficiency. <p>Outcome 8: Support simpler and quicker working across the CA by identifying and replacing inefficient processes and operations and replacing with digital solutions.</p> <ul style="list-style-type: none"> Complete digitisation of processes by March 2024.
--	---	--	--

OUTCOMES AND OUTPUTS

27

RESOURCES	BUDGET	PEOPLE REQUIRED TO ACHIEVE THE OUTCOMES	EQUALITY, DIVERSITY AND INCLUSION
	<p><u>Capital Budget</u></p> <p>£1.8m</p> <p><u>Revenue Budget</u></p> <p>£7.5m total expenditure</p>	<p>Internal Audit: 9 FTE</p> <p>Commercial: 20 FTE</p> <p>Finance: 22.2 FTE (Pending completion of outcome 2)</p> <p>ICT Services: 45 FTE</p>	<p>Workforce Targets Our overall ambition is that our workforce, including our leadership, will be at least representative of the West Yorkshire population for the protected characteristics of disability, ethnicity, gender, and sexual orientation. To be achieved by 2030 (interim targets to be agreed following Census 2021 information and formation of the EDI strategy from 2024). 100% of employees complete their EDI monitoring information on new ICS system (including prefer not to say) – excluding people on maternity leave and long-term sickness – 2024.</p> <p>Pay Gap Monitoring By the end of 2023/24 the mean gender pay gap reduced by minimum of 0.5 percentage point. And the mean ethnicity pay gap reduced by minimum of 2 percentage points. Contributing to a zero-pay gap for gender and ethnicity by 2028</p> <p>KPI's and Management Targets By the end of 2023/24 100% of recruitment processes will be inclusive. And 100% of all new Role Profiles include EDI requirements and 100% of Strategies, Policies and Plans have EDI embedded.</p> <p>Learning and Development By the end of 2023/24 100% employees complete IHasco mandatory EDI and unconscious bias training. Over 75%* of employees complete the optional EDI IHasco units. 100% of SMT complete EqIA training (training to be procured in 2023).</p>

STRATEGY COMMUNICATIONS AND INTELLIGENCE | DIRECTORATE PLAN ON A PAGE 2023/4

Empowering our communities, towns and cities to thrive

Building a sustainable, nature rich and carbon neutral region

Creating an accessible, clean and customer focussed transport system

Supporting community safety and accountable, proactive policing

Championing culture, sport and creativity

Driving economic growth and innovation to enable good jobs

Enabling a diverse skilled workforce and accessible learning for all

STRATEGY AND CORPORATE PERFORMANCE

Outcome 1: Create and embed the West Yorkshire Plan.

- The West Yorkshire Plan will provide an overarching narrative and strategy for the region, including new economic targets, ensuring that all partners agree and promote a shared vision for the region. Published Spring 2023.

Outcome 2: Address Inequalities.

- Support delivery of the organisational EDI vision. The EDI plan is to be embedded by April 2023. Targets embedded in all plans.
- Reported internally and through the statutory Equality Objectives report annually in April. Appointment of Mayor's WY Inclusivity Champion.

Outcome 3: Investment Strategy to deliver better outcomes for the people, business, and communities of West Yorkshire.

- By directing investments to be the best schemes which meet local need - addressing climate, IG, and EDI ambitions.
- WYIS Annual Review to be undertaken annually - April – June 2023 to ensure it remains responsive to changing economic, social, and environmental changes.

Outcome 4: Empower the region.

- Open negotiations with Government about a trailblazer devolution deal by 2024.

Outcome 5: Support People and Communities in West Yorkshire especially with the Cost of Living.

- Deliver outcomes with UK Shared Prosperity Fund, to improve pride in place and increase life chances across West Yorkshire.
- Investing in communities and place, supporting local business, and people & skills. Delivery Mayor's Cost of living fund with VCS partners.

Outcome 6: Increase the quality of employment within West Yorkshire.

- Finalise and launch Mayor's Fair Work Charter by Spring 2023 providing more people access to stable well-paid work.

Outcome 7: Transform the organisation's operating model to be outcome led.

- Through delivery of a comprehensive change programme.

Outcome 8: Ensure that all Directorates have the support in place to achieve goals.

- Continued business partnership with directorates through business planning, Monitoring KPI's, and Risk Management which will support the fulfilment of corporate objectives and improvement for the region.

Outcome 9: Monitoring and evaluation of progress to meet organisational objectives as aligned with Mayoral pledges.

- Regular reporting to Internal Leadership Board and Strategic Leadership Board with provision made to identify and mitigate any emerging risks / issues which could impact on delivery.

Outcome 10: Further Develop the Customer Service function of the CA.

- Review of complaints policy to ensure still fits in with our customer service promise. look at EDI objectives Compliance - working towards full compliance when handling complaints throughout the organisation.

COMMUNICATIONS - NEWS, MEDIA, MARKETING, CAMPAIGNS

Outcome 1: Promote and protect the work and reputations of the Combined Authority and Mayor.

- Provide a world-class, 24/7 press office including an out of hours service to the media. We will target national media and influence decision makers.

Outcome 2: Evolve our web and digital communications.

- Transform our approach to digital and social media through the creation of creative and impactful content to grow our audiences and reach.

Outcome 3: Deliver strategic, effective, and joined-up communications targeting our diverse audiences.

- Introduce a communications strategy, refreshed approach to planning, and greater use of audience segmentation.

Outcome 4: Create greater understanding of the work of the Mayor and Combined Authority.

- Ensure consistency of voice and clarity of message through our West Yorkshire narrative, visual identity, and brands.

Outcome 5: Evolve our approach to inclusive consultation and engagement.

- Refresh approach to targeting at community level and through digital engagement including through our 'Tell Tracy' events programme.

Outcome 6: Encourage behavioural change by increasing bus patronage, walking and wheeling.

- Deliver a cross-cutting approach to travel and transport communications and campaigns by focusing on the person.

Outcome 7: Support delivery of major transport reform programmes.

- Promote the region's ambitions on mass transit and bus reform, by ensuring thorough consultation, engagement, and support from the public and stakeholders.

Outcome 8: Promote our employment, skills and business support services and West Yorkshire as a great place to invest.

- Deliver a cross-cutting programme of events and marketing campaigns to deliver good jobs to the region.

Outcome 9: Promote actions on climate, culture, and place.

- Deliver communications and campaigns to drive behaviour change and awareness of West Yorkshire as a great place to live.

Outcome 10: Build the Combined Authority's resilience to crisis and major events.

- Develop a crisis communications plan that can be deployed in the case of major incidents in the region.

Outcome 11: Support the organisation's ambition to be an exemplary and inclusive employer.

- Delivering our refreshed colleague comms and engagement strategy.

RESEARCH AND INTELLIGENCE

Outcome 1: Full approval of the outline business case from government for the mass transit program.

- Ensure that the program of transport modelling work required to deliver the SOBC and OBC's for Mass Transit and Bus Reform are fit for purpose and are supported by DfT and HMT.

Outcome 2: Establish the CA as a leader of economic analysis and commentary locally and nationally.

- Fully develop and implement the newly established Team West Yorkshire Research Group and develop a shared program of research activity with the 5 West Yorkshire local authorities.

Outcome 3: Deliver evaluations.

- Commission an independent evaluation of Growth Deal Transport Fund and Gainshare - reporting to DHLUC. Lead the roll out of the fully approved CRSTS M&E plan integrating existing TCF M&E activity whilst ensuring commissioning support provided to internal and external project managers. Develop a What Works programme to help share learning with regional policy makers.

Outcome 4: Enhance and develop the tools and evidence we use to assess how our projects support the 2038 climate ambition.

- Improve and enhance the CA's carbon impact toolkit and widen its scope. Implement regular monitoring and reporting of West Yorkshires carbon budget progress to CEEC and CA. Lead the commissioning and management of updated CERP scenarios and reporting of progress.

Outcome 5: Support the organisation's wider policy objectives and corporate plan priorities.

- Develop and enhance the Combined Authority's analytical capability to support monitoring of progress towards KPI's, West Yorkshire Investment Strategy objectives and West Yorkshire Plan priorities.

Outcome 6: Improve and develop how we share our intelligence with local and national partners.

- Roll out off a suite of self-service intelligence tools including updated Mapping Hub and through the LA Chief Data officers group.

Outcome 7: Improve the CA's management and use of big data sets.

- Deliver key MCA Digital programs including the Data Platform and Location Intelligence projects.

Outcome 8: Better understand the needs of West Yorkshire households and businesses and to provide timely intelligence on their needs.

- Working with the consultation and engagement team develop, procure, and implement a series of survey research panels.

Outcome 9: Consistently provide high quality insight to the CA, LEP Board and committees.

- Through dedicated briefing content and on demand dashboards to inform decision-makers. Publish, maintain and develop the State of the Region: publish, communicate and promote the State of the Region Report 2023 building on the report in 2022.

OUTCOMES AND OUTPUTS

28

BUDGET

Capital Budget

£0

Revenue Budget

£23.3m total expenditure

PEOPLE REQUIRED TO DELIVER OUTCOMES

Research and Intelligence – Minimum of 29 FTE required with additional temporary resource needed to mitigate risks to Mass Transit business case modelling with 3 additional specialist consultancy roles in recruitment.

Strategy and Corporate Performance – Minimum 15-20 FTE required, dependent on future design of Corporate Centre (e.g., strategic finance), and support required for inclusivity champion.

News and Media – 16 FTE required.

Marketing and Campaigns (includes corporate communications, active travel, and design) - 42 FTE (recruitment required)

Consultation and Engagement – 25 FTE (recruitment required)

EQUALITY DIVERSITY AND INCLUSION

Workforce Targets | Our overall ambition is that our workforce, including our leadership, will be at least representative of the West Yorkshire population for the protected characteristics of disability, ethnicity, gender, and sexual orientation. To be achieved by 2030 (interim targets to be agreed following Census 2021 information and formation of the EDI strategy from 2024). 100% of employees complete their EDI monitoring information by June 2023 on new ICS system (including prefer not to say) – excluding people on maternity leave and long-term sickness – 2024.

Pay Gap Monitoring | By the end of 2023/24 the mean gender pay gap reduced by a minimum of 0.5 percentage point. And the mean ethnicity pay gap reduced by minimum of 2 percentage points. Contributing to a zero pay gap for gender and ethnicity by 2028. The ICS system will produce a more accurate picture of directorates and we will calculate this using the EDI monitoring finalised in June.

KPI's and Management Targets | By the end of 2023/24 100% of recruitment processes will be inclusive. And 100% of all new Role Profiles include EDI requirements and 100% of Strategies, Policies and Plans have EDI embedded.

Learning and Development | By the end of 2023/24 100% employees complete IHasco mandatory EDI and unconscious bias training. Over 75% of employees complete the optional EDI IHasco units. 100% of SMT complete EqIA training (training to be procured in 2023).

RESOURCES

Empowering Our Communities, Towns & Cities to Thrive

Championing Culture, Sport & Creativity

Building A Sustainable Nature Rich & Carbon Neutral Region

Driving Economic Growth & Innovation to Enable Good Jobs

Supporting Community Safety & Accountable, Proactive Policing

ECONOMIC IMPLEMENTATION

Outcome 1: Increase affordable and sustainable housing supply.

- In the region through brownfield land being brought back into productive use by enabling 1000 new homes on brownfield land through the Brownfield Housing Fund programme.

Outcome 2: Progress feasibility and design work to enable provision of a new British Library presence in Leeds.

- By March 2024 - To reach British Library commitment to an Agreement for Lease to a site in Leeds for development of a British Library North and agree a programme of first phase intervention works.

Outcome 3: Reduce fuel poverty in social housing.

- By delivering warm, energy-efficient homes and reducing carbon emissions and fuel bills through the Social Housing Decarbonisation Fund and Retrofit Booster programmes with the aim of c. 1600 homes retrofitted. This is part of the Better Homes Hub.

Outcome 4: Increase solar power generation capacity for future years.

- Through support for residents, schools, and public sector organisations to integrate solar and battery storage into their refurbishment & maintenance plans, thereby contributing to future carbon and energy cost savings.
- Secure 3 project business case approvals by 31 December 2023 & commence the delivery of all projects within the programme by 31 March 2024 (Solar for Schools, Residential Collective Buying Scheme, West Yorkshire Housing Partnership).

Outcome 5: Improve flood resilience.

- Of homes, businesses, and communities through commencement of 9 natural flood management schemes & implementation of a catchment level approach to flood risk management, whilst also delivering carbon sequestration and biodiversity benefits.

Outcome 6: Closedown legacy programmes.

- Getting Building Fund & Superfast West Yorkshire & York Broadband.

Outcome 7: Pipeline development.

- Work alongside Place & Environment Policy to build robust pipelines of future capital infrastructure activity that drives inclusive and sustainable growth in West Yorkshire through aligned investment.

PLACE AND ENVIRONMENT POLICY

Outcome 1: Increase the resilience of communities. With a focus on ensuring that interventions support our most excluded and deprived groups and communities.

- Develop retrofit projects, an advice service and put in place a procurement framework to accelerate regional activity on retrofit as part of the Better Homes Hub.
- Build an investment ready Capital Infrastructure Flood Programme and an investment ready Natural Flood Management Programme and maintain live future pipelines.
- Develop a delivery-ready scalable grant scheme 'Better Neighbourhoods' to support communities to implement and delivery community scale projects that tackle the climate emergency.

Outcome 2: Accelerate and improve the quality of infrastructure. Driving investment to locations and communities most in need.

- Develop a collective purchasing offer for Solar PV to West Yorkshire residents.
- Produce a Hydrogen Use Case Assessment for West Yorkshire setting out the role Hydrogen can play in our net zero transition. To inform targeting of investment and policy support.
- Maximise delivery of Project Gigabit and establish an investment ready Flexible Gigabit Grant Programme. Beneficiaries will be homes and businesses in hard to reach or rural areas experiencing market failure.
- Provide design quality advice on transport schemes through the Quality Panel
- Drive delivery of the Mayors Housing Pledge to deliver 5000 affordable, sustainable homes including through a new West Yorkshire Housing Strategy including Dementia-ready Strategy.
- Produce an investment-ready proposal to pilot Safer Parks interventions.
- Create a Net Zero prospectus to support activity to leverage investment in zero carbon projects (May 2023).

Outcome 3: Drive inclusive and sustainable growth. Through investment aligned to development land and property with a focus on providing good jobs and affordable homes and reducing national economic disparities.

- Implement the Strategic Place Partnership and Business Plan with Homes England.
- Provide recommendations on delivery models for up to 5 of our regions Spatial Priority Areas.
- Housing Accelerator Fund providing revenue support to Local Authority Partners
- Employment Accelerator Fund providing revenue support to Local Authority Partners to unlock sites and secure high-quality jobs.

POLICING, CRIME, AND VRU

Outcome 1: Implement the Mayors Police and Crime Plan.

- Including the new safety of women and girls' strategy, holding the Chief Constable to account - particularly to recruit 750 more frontline police officers, and handling complaints against the police in a timely manner as reporting through the IOPC.
- Use the plan to measure performance of the Police and partners by May 2024. The commitment to EDI is a cross-cutting theme in the Police and Crime Plan and is measured and reported on as part of regular performance scrutiny of the Police. Reports are made quarterly at the Mayor's Performance Scrutiny Meeting and twice a year at the Mayor's Joint Executive Group / Monthly Governance Meeting. Targets include neighbourhood crime below 2019 levels and answering 999 calls in 10 seconds.

Outcome 2: Increase community safety and support victims and witnesses.

- Commissioned, co-commissioned or otherwise supported against the priorities in the Police and Crime Plan by May 2024. Commission evidence-based services for victims which represent value for money, focussed on outcomes, and hold providers to account. Wide-ranging grant programme is managed to support partner and third sector provision of services for victims, witnesses, and perpetrators and to support improved community safety and reduce crime and disorder.

Outcome 3: Ensure joined up local priorities and discharge the mayor's duty to work with partners.

- Work with community safety and criminal justice partners. By May 2024. Ongoing work through various partnership board and through quarterly meetings of the Partnership Executive Group. Develop and support the Mayor's Partnership Executive Group (PEG) to facilitate delivery oversight of the Mayor's Police and Crime Plan. Support the Deputy Mayor for Policing and Crime (DMPC) to chair and co-ordinate local partnership boards.

Outcome 4: Through the Violence Reduction Unit, identify, understand, and respond to tackling serious violence.

- Ensure delivery of Home Office VRU key aims to support a reduction of serious violence with an early intervention, integration with public health and community involvement such as with schools to reduce hospital admissions for assaults with a knife, knife-enabled serious violence and a reduction in all non-domestic homicides involving knives – especially among those victims aged under 25. Produce the VRU Response Strategy and ensure community voice is representative across VRU activity.

OUTCOMES AND OUTPUTS

29

BUDGET

Capital Budget

£29.7m

Revenue Budget

£9m total expenditure (includes VRU budget not currently accounted for in corporate totals)

*Policing and Crime activities funded through the Police Fund

PEOPLE REQUIRED TO DELIVER OUTCOMES

Economic Implementation – 26 FTE – funded through Government grant / Gainshare programmes. More capacity will be required if additional programmes are added to the business plan or scope of existing programmes changes

Place & Environment Policy – 25FTE required – in addition to listed outcomes capacity allows for core activity including maintenance of evidence, policy development, pipeline building, leverage of funding, influencing government and key stakeholders and briefings and correspondence. Consultancy support being procured.

Policing, Crime and VRU - Activity is resourced through the Police and Crime Team establishment, currently **30 FTE**. VRU staff funded by serious violence budget. 6mth consultant in post.

EQUALITY DIVERSITY AND INCLUSION

Workforce Targets | Our overall ambition is that our workforce, including our leadership, will be at least representative of the West Yorkshire population for the protected characteristics of disability, ethnicity, gender, and sexual orientation. To be achieved by 2030 (interim targets to be agreed following Census 2021 information and formation of the EDI strategy from 2024). 100% of employees complete their EDI monitoring information on new ICS system (including prefer not to say) – excluding people on maternity leave and long-term sickness – 2024.

Pay Gap Monitoring | By the end of 2023/24 the mean gender pay gap reduced by a minimum of 0.5 percentage point. And the mean ethnicity pay gap reduced by minimum of 2 percentage points. Contributing to a zero pay gap for gender and ethnicity by 2028.

KPI's and Management Targets | By the end of 2023/24 100% of recruitment processes will be inclusive. And 100% of all new Role Profiles include EDI requirements and 100% of Strategies, Policies and Plans have EDI embedded.

Learning and Development | By the end of 2023/24 100% employees complete IHasco mandatory EDI and unconscious bias training. Over 75% of employees complete the optional EDI IHasco units. 100% of SMT complete EqlA training (training to be procured in 2023).

RESOURCES

Creating An Accessible, Clean & Customer Focused Transport System

Building A Sustainable Nature Rich & Carbon Neutral Region

Supporting Community Safety & Accountable, Proactive Policing

Driving Economic Growth & Innovation to Enable Good Jobs

PASSENGER EXPERIENCE

Outcome 1: Maintain and improve access to education, employment, training and to help connect communities.

- Enable increased bus usage and improved accessibility for lower income groups building on the Mayors Fares launched in 2022. Supporting the target to increase bus use by 15% over pre pandemic rate. Develop a plan for the ongoing provision of Mayor's Fares and related initiatives to provide affordable bus fares.

Outcome 2: Delivery of comprehensive and inclusive services and make our front-line services more inclusive.

- Enhance customer focus throughout front line services. Establish a Customer Service Action plan in April 2023 - completion of project / scheme EqIA. Obtain insight into how people with protected characteristics access frontline services. Deliver action plan Q2-Q4.
- Ensure the accuracy of the real time passenger information system reducing the incidence of "Ghost Buses".

Outcome 3: Increase revenue through MCard sales.

- Adapt the MCard smart ticketing to respond to post pandemic travel habits. Increase business-to- business sales through Travel Plan Network and other corporate sales channels. Increase sales of flexible products in response to changes in commuting behaviour. Establish mobility credits within business-to-business sales.

Outcome 4: Enhance customer experience by providing a range of functions in a one-stop shop travel app.

- Increased use of the M Card Mobile app as the primary means of multi modal ticket purchase and journey planning. Integrate a journey planner into MCard mobile app, enhance the user interface, ensure high levels of awareness of the app, and ensure it fully meets accessibility standards.

Outcome 5: Ensure that bus fares and ticketing are simple and easy to understand and that customers automatically pay the best value price.

- Support the target to increase bus use by 15% by enabling a multi operator "tap and cap" payment system across all bus services in West Yorkshire. 100% of bus services include tap and cap system by end of Q4 (dependent on bus ops and alignment with national developments).

Outcome 6: Enhance the Passenger Experience for All Transport users.

- Establish a Customer Charter for bus users by Q2 in order make a clear offer to customers. Ensure consistency and transparency are at the heart of service delivery.
- Work with rail and other transport providers to ensure an integrated, consistent consistency of approach to the passenger experience.

FACILITIES AND ASSETS

Outcome 1: Reduce Carbon and Energy Emissions.

- 10% reduction in carbon energy emissions from land and property through installation of solar panels at seven bus stations across West Yorkshire.

Outcome 2: Increase the Safety and Customer Experience for Public Transport Users in Halifax.

- Delivery of a brand-new bus station in Halifax in summer 2023 which and will raise the bar in customer experience and safety for public transport users.

Outcome 3: Continue Improvements Both in Bus Stations and On Street.

- Implementation of City Region Sustainable Transport Settlement (CRSTS) funding including delivery of a Safety, Accessibility and Environmental programme with the installation of help points, CCTV, and wayfinding.

Outcome 4: Support the Regeneration of Dewsbury.

- The delivery of Dewsbury Bus Station project will create a modern customer focused facility for people in Dewsbury. Work starts Autumn 2023 with completion anticipated in early 2025.

Outcome 5: Increase and enhance the public transport network as a safe public space.

- Roll out Stations of Sanctuary to Leeds and Huddersfield which will provide facilities where asylum seekers and new arrivals to West Yorkshire can go for safety and signposting to supporting organisations. Obtain accreditation from Cities of Sanctuary by September 2023.

Outcome 6: Reduce the revenue pressures on the organisation brought through global events.

- Increase commercial income in 23/24 from land and property by 10% on 2022/2023 post Covid revenues. Review of town centre vibrancy including shopping and commuting habits post covid. Review of on street advertising provision.

Outcome 7: Make bus travel safer in West Yorkshire.

- Provide more Police presence in bus stations and on buses. Develop an enhanced safer travel scheme under a service level agreement with WY Police. Safer Travel Plan /SLA with WYP completed end of Q1. Recruit PCSOs by end of Q2. Implement from Q3
- Align safety initiatives on buses with other initiatives to support Safety of Women and Girls and are co-ordinated with similar schemes on the railway.

MOBILITY SERVICES

Outcome 1: Delivery of tranche 1 of the Bus Network Development Plan.

- A plan for all new BSIP funded services to be developed by Q1. First tranche of new BSIP services to be introduced in Summer 2023. Second tranche of services to be introduced in early 2024.

Outcome 2: Review current supported bus service provision and improve business processes.

- The CA currently funds 15% of the bus network through contracts with bus operators who provide socially necessary services. Review and re procure this provision to ensure it supports the Network Development Plan, affords best value and is deliverable within budget.
- Modernise and upgrade the business processes which support this provision.

Outcome 3: Ensure the AccessBus service meets customer needs and delivers value for money.

- Review the purpose and operating model for AccessBus ahead of key decisions regarding fleet renewal. Review by end Q1 2023/24 to enable re procurement. Political direction will be needed for any change to this established service area as it supports vulnerable adults.

Outcome 4: Review and adapt Demand Responsive Transport Services.

- Review performance of the FlexiBus East Leeds service beyond the current pilot period ending September 2024 and use the learnings from the pilot to inform any future Demand Responsive Transport services

Outcome 5: Ensure future affordability for Home to School transport.

- Undertake, with District Council, partners, a review of home-school transport based on need, affordability, and a cost share model.

OUTCOMES AND OUTPUTS

30

BUDGET

Capital Budget

£0

Revenue Budget

£124.2m total expenditure

PEOPLE REQUIRED TO DELIVER OUTCOMES

Passenger Experience – 4 FTE in management posts to lead on business plan initiatives, **99 FTE** engaged in direct service delivery roles which support the outcomes.

Facilities and Assets – 4FTE in management roles to lead on business plan initiatives, **61 FTE** engaged in direct service delivery roles which support the outcomes.

Mobility Services – 4 FTE in management roles to lead on business plan initiatives, **42 FTE** engaged in direct service delivery roles which support the outcomes.

BSIP/ CRSTS – in addition to the above, it is intended to supplement the teams with c 6 additional FTE to support specific outcomes of the Bus Service Improvement Plan

EQUALITY DIVERSITY AND INCLUSION

Workforce Targets | Our overall ambition is that our workforce, including our leadership, will be at least representative of the West Yorkshire population for the protected characteristics of disability, ethnicity, gender, and sexual orientation. To be achieved by 2030 (interim targets to be agreed following Census 2021 information and formation of the EDI strategy from 2024). 100% of employees complete their EDI monitoring information on new ICS system (including prefer not to say) – excluding people on maternity leave and long-term sickness – 2024.

Pay Gap Monitoring | By the end of 2023/24 the mean gender pay gap reduced by a minimum of 0.5 percentage point. And the mean ethnicity pay gap reduced by minimum of 2 percentage points. Contributing to a zero pay gap for gender and ethnicity by 2028.

KPI's and Management Targets | By the end of 2023/24 100% of recruitment processes will be inclusive. And 100% of all new Role Profiles include EDI requirements and 100% of Strategies, Policies and Plans have EDI embedded.

Learning and Development | By the end of 2023/24 100% employees complete IHasco mandatory EDI and unconscious bias training. Over 75% of employees complete the optional EDI IHasco units. 100% of SMT complete EqIA training (training to be procured in 2023).

RESOURCES

Championing culture, sport and creativity

Enabling a diverse, skilled workforce and accessible learning for all

Building a sustainable, nature rich and carbon neutral region

Driving economic growth and innovation to enable good jobs

BUSINESS, SKILLS AND CULTURE POLICY

Outcome 1: Ensure that the Combined Authority and region has maximum impact on the development of policy and strategy at a local, regional, and national level.

- Provision of quality, robust and evidence-based policy support.
- Provide leadership through influencing national policy through strong partnerships and relationships
- All work will be underpinned by EDI principles to ensure that EDI is embedded across business, innovation, skills and culture agenda.
- Develop a robust pipeline of future programmes and interventions.
- Support the Combined Authority and partners to shape and influence local and national provision.

Outcome 2: Business and Innovation policy: Drive economic growth and innovation to create good jobs.

- Implement actions in the Innovation Framework, Healthtech Strategy and Productivity Plan. for co-developing a new Action Plan with Innovate UK, seeking to exploit national opportunities (eg launchpads and Investment Zones).
- Develop new Economic Strategy and Digital Blueprint for the region.

Outcome 3: Culture policy: Supporting the Culture, Heritage and Sport sectors in West Yorkshire by using the CHS Framework as a rubric for investment, collaboration and brokering, specifically;

- Investing in activities that widen participation in culture, heritage, and sport across the region including Leeds 2023, Kirklees Year of Music, Bradford 2025, Wakefield 2024 and Culturedale.
- Implementing a package of skills training and business support for the creative industries, culture, heritage, and sports sectors, ensuring a diverse and resilient workforce (including freelancers and micro businesses).
- Implementing a region-wide intervention to support creative health provision working with the NHS.

Outcome 4: Skills and Employment policy: Provide leadership of the regional employment and skills landscape through devolution and influence national approach. This will be achieved by:

- Investing in activities that achieve Digital Skills Plan priorities and actions.
- Work with the Green Jobs Taskforce, implementing its recommendations.
- Work with emerging Local Skills Improvement Plan to ensure alignment with regional strategies and intelligence.

BUSINESS SUPPORT

Outcome 1: Our SMEs can access the support they need, when they need it, from an inclusive, visible, and trusted service. We will achieve this by:

- Supporting 3000 businesses in the region, 35% female decision-makers, 25% BAME, 10% with a self-certified disability and 30% most deprived with more stretching targets for new business and entrepreneurship programmes.
- Delivering 8 outreach events, 6 in the 20% most deprived areas.
- Putting in place a new CRM system and website to increase reach and accessibility.

Outcome 2: The service engages effectively with start-ups and SMEs led by people from a diverse range of backgrounds that reflect the region's communities and sectors. We will achieve this by:

- Supporting 500 start-up & early-stage firms, 55% female-led, 35% BAME led, 10% led by people with disabilities.
- Delivering 4 pilot projects focussed on inclusive growth and diversity.

Outcome 3: Our SMEs are supported to make impactful contributions to the climate emergency, whilst reducing their running costs and improving their Net Zero credentials:

- Supporting 125 SMEs with advice &/or funding to improve resource efficiency.
- Supporting 50 SMEs to embed sustainable travel into their operations.
- Making 300tonnes of CO2 emissions savings.
- Generating 300k KWh of renewable energy.

Outcome 4: Our SMEs are supported to grow and become more resilient through access to bespoke, intensive support focussed on boosting innovation and productivity. We will achieve this by:

- Supporting 100 SMEs to improve productivity.
- Supporting 100 SMEs to develop new products & processes.
- Creating &/or upskilling 175 jobs.
- Delivering the Mayor's Innovation Prize and the third WY Innovation Festival.

TRADE AND INVESTMENT | COMMERCIAL DEVELOPMENT AND INVESTMENT

Outcome 1: High value inward investment and new, sustainable jobs are attracted to the region:

- Generate 100 new investment enquiries from potential investors to secure 25-35 investment project wins, with 15 - 20 coming from Inward Investment activity and 10 -15 from Key A/c Management (KAM).
- Creating and safeguarding 1750 jobs for people living in the region.
- Ensuring that there is a plan for Local Enterprise Zones and Commercial Products are developed through the Commercial Development and Investment Team.
- Raising the profile of our region internationally and attracting investment through delivery of a range of trade and investment activity focused on key markets and sectors including Arab Health, India, the US, and UK Real Estate Investment and Infrastructure Forum (UKREiIF).

Outcome 2: Growth is maximised and economic shocks are mitigated through the development of strong relationships with West Yorkshire businesses:

- Ongoing account management of c.70 - 115 regional foreign owned companies in partnership with Department of Trade in order to retain, promote and support large international businesses in the region.
- Securing 10 - 15 projects to support our existing regional large businesses to expand or remain in our region.

Outcome 3: Increased R&D collaborations between WY universities and innovative global businesses:

- Facilitating 10 R&D partnerships between large businesses and West Yorkshire universities that will ensure that they can grow their productivity, innovate, and thrive.

Outcome 4: WY businesses better understand the new trading arrangements with other countries:

- Deliver 15 high potential international collaborations and trade initiatives, with at least two of the initiatives supporting businesses traditionally excluded from export activity.

Outcome 5: More WY businesses are selling their products overseas and are introduced to live export opportunities:

- Assisting 350 businesses by delivering overseas trade initiatives.
- Generate 1000 hits per month on the International Trade Portal to increase reach, publishing 6-8 items of new and original content each month.

Outcome 6: WY has a faster-growing, more inclusive creative, cultural, heritage and sports sector. This will be achieved by:

We will continue to deliver our Creative Catalyst programme that will:

- Support skills in the region by mentoring 20 people who are identified as future talent for the sector.
- Continue our Mayor's Screen Diversity programme with retained EDI targets.
- Deliver a creative industries growth accelerator and export programme to support 30 businesses to grow and export, supporting relevant businesses to connect with international markets. The programme will include central services support (Legal & Professional Services)
- Promote a bursary scheme to support Creative Industry events aimed at disadvantaged communities.

EMPLOYMENT AND SKILLS

Outcome 1: Supporting employers to address skills shortages and create a talent pipeline including by:

- Completing 103 education and skills collaborations/projects.
- Supporting 198 businesses to engage with employment and skills programmes.
- Developing and implementing the actions to achieve targets identified in the Digital Skills Plan and from the Mayor's Green Jobs Taskforce, including a delivery plan for the creation of 1000 green jobs and skills transition from Net Zero.

Outcome 2: Supporting people from all backgrounds to understand career opportunities in West Yorkshire and how to access them. We will achieve this by:

- Supporting 184 schools and colleges, particularly those in the most disadvantaged postcodes, to improve the quality of careers advice.
- Targeted interventions to support the careers destinations of young people with special educational needs and disabilities and those from diverse backgrounds.
- Reach of 2.5m through all-age careers platform and campaigns.

Outcome 3: Support for 61,900 adults to upskill, retrain or access employment/self-employment:

- Access to basic skills and qualifications that people need for work.
- Targeted and intensive employment support, delivered through LA partners.
- Targeting support at the most disadvantaged and marginalised groups and addressing evidenced labour and skills shortages.
- Re-training and upskilling in acute skills shortage and high growth areas.

OUTCOMES AND OUTPUTS

31

BUDGET

Capital Budget

£3.1m

Revenue Budget

£102.6m expenditure

PEOPLE REQUIRED TO DELIVER THE OUTCOMES

Business, Skills and Culture Policy: staffing around 17 FTE

Employment and Skills: staffing around 65FTE

Business Support: staffing amount 43.5 FTEs, plus 2 FTEs in Comms

Trade and Investment: 21 FTEs

Commercial and Investment: 1 FTE

EQUALITY DIVERSITY AND INCLUSION

Workforce Targets | Our overall ambition is that our workforce, including our leadership, will be at least representative of the West Yorkshire population for the protected characteristics of disability, ethnicity, gender, and sexual orientation. To be achieved by 2030 (interim targets to be agreed following Census 2021 information and formation of the EDI strategy from 2024). 100% of employees complete their EDI monitoring information on new ICS system (including prefer not to say) – excluding people on maternity leave and long-term sickness - 2024.

Pay Gap Monitoring | By the end of 2023/24 the mean gender pay gap reduced by minimum of 0.5 percentage point. And the mean ethnicity pay gap reduced by minimum of 2 percentage points. Contributing to a zero-pay gap for gender and ethnicity by 2028

KPI's and Management Targets | By the end of 2023/24 100% of recruitment processes will be inclusive. And 100% of all new Role Profiles include EDI requirements and 100% of Strategies, Policies and Plans have EDI embedded.

Learning and Development | By the end of 2023/24 100%* employees complete IHasco mandatory EDI and unconscious bias training. Over 75%* of employees complete the optional EDI IHasco units. 100% of SMT complete EqIA training (training to be procured in 2023).

RESOURCES

Creating an accessible, clean and customer focussed transport system

Empowering our communities, towns and cities to thrive

Building a sustainable, nature rich and carbon neutral region

Driving economic growth and innovation to enable good jobs

Transport Policy

Outcome 1: Develop the Mayor's Local Transport Plan focussed on core transport priorities for West Yorkshire, focussing on connectivity, low carbon, and inclusivity.

- A Strategic case, Vision and Objectives to go for public consultation, including policies and strategies set out in the areas business plan, and the statutory requirements for a Sustainability Appraisal, Strategic Environmental Assessment.
- LTP presented for adoption by March 24 (subject to confirmation by DfT).

Outcome 2: Transport scheme pipeline for implementation – development of a programme of future transport schemes that will support decarbonisation, accessibility, inclusivity, improved quality of life. Increased capacity and capability to enable delivery of future schemes within the Combined Authority and through the partner District Authorities.

- Longlist of future schemes prioritised and presented as an implementation plan to support delivery of the Local Transport Plan by March 2024 (subject to confirmation by DfT).

Outcome 3: Regional and National rail connectivity -continue to make the case for enhanced rail connectivity by maximising the opportunity presented by TransPennine Route Upgrade and continuing to work with regional and national stakeholder to make the case for Northern Powerhouse Rail in full and HS2.

- Advocate for short term improvements to the rail network to enable delivery of greater capacity at Leeds station including platform 14 and 17 extension at Leeds station.
- Support electrification from Leeds to Bradford
- Support delivery of Transpennine Route Upgrade
- Advocate for key short term rail priorities for West Yorkshire and support their delivery.

Bus Reform

Outcome 1: Further delivery of the Bus Service Improvement Plan through the Enhanced Partnership including a 5-year network plan to improve connectivity by bus across West Yorkshire.

- To establish a customer charter for travel by bus across West Yorkshire and introduction of contactless fare capping.
- Continuation of the delivery of Mayor's fares. Outcomes: increased bus patronage, improved customer satisfaction.

Outcome 2: Deliver an assessment for bus reform.

- Complete the assessment for bus reform and deliver an audit of the assessment in with legislation.
- Undertake statutory consultation on the outcome of the assessment and move towards mobilisation for the next stages.
- Develop the governance model and programme approach to enable a decision to be taken by the Mayor in March 2024. Outcomes: assessment of options for delivering bus in West Yorkshire.

Transport Implementation

Outcome 1: Develop and deliver projects which provide real alternatives to car journeys, to promote more sustainable transport options and reduce carbon emissions.

Number of projects at:

- Outline Business Case 2
- Full Business Case 7
- Start on site 6
- Complete 10

Projects which will be starting on site are (*not limited to*):

- Moorthorpe rail park and ride (Wakefield)
- Holmfirth (Kirklees)
- A629 phase 2 (Halifax Town Centre, Calderdale)
- City Square phase 2 (Leeds)

Projects completing on site (*not limited to*):

- A62 Smart Corridor (Kirklees)
- Fink Hill (Leeds)
- Newton Bar (Wakefield)
- CIP A58 – A672 Corridor (Calderdale)
- White Rose Rail Station (Leeds)
- Halifax Bus Station (Calderdale)

Annual targets for this portfolio are reported to BEIS and DfT. For LTP schemes

- 4 Active Travel Neighbourhoods delivered.
- ATF3 A660 (Leeds) – 4.82km of new on-road cycleway; 0.5km of bus priority corridor and 9 upgrades to existing facilities.

Outcome 2: Ensure we are fully supporting our diverse communities in West Yorkshire by developing projects (which enhance carbon reduction benefits) based on inclusive decision making.

- 100% of team to undertake carbon literacy and EDI training.

Outcome 3: Greater benefits to the region through carbon, EDI, inclusive growth and social value initiatives, through better engagement leading to clearer definition of projects, cost and design.

- 4 ECI engagements to be completed on schemes.

Outcome 4: Producing better quality and more timely submission of business cases through the assurance framework.

- 10 business cases through various decision points.
- 100% EqlAs completed – support from service area to district partners.

Transforming Cities Fund

Outcome 1: Develop and deliver projects that provide real alternatives to car journeys, to promote more sustainable transport options and reduce carbon emissions.

- A forecasted spend of £75m.
- 10 Projects to reach Outline Business Case stage, 19 projects to reach Full Business Case, 12 projects to start on site, and 5 projects expected to complete construction.
- Quarterly reporting to DfT.

Outcome 2: Enhance carbon reduction benefits in the TCF programme by providing funding for additional measures to reduce carbon impact, including delivering EV charging, solar PV, green roof installation, e-bike hire scheme.

- Various milestones for delivery captured in the outputs above.

Outcome 3: Fully support the diverse communities in West Yorkshire by ensuring that projects are developed based on inclusive decision making.

- 100% of projects will have an up to date EqlA in place, which are reviewed at each stage of the project.

Outcome 4: Ensure the highway network is well maintained and supports safe roads, active travel, more reliability for public transport journeys, and improved customer experience.

- 3 no. SOC's approved and £60.3m annual programme delivery and financial performance of the CRSTS Highways Asset Management, Network Management, PROW and Safe Roads programmes.

Outcome 5: Continued work towards transport decarbonisation in West Yorkshire by accelerating the renewal of our bus fleet utilising zero emission vehicles.

- Zero Emissions Buses (ZEB) programme phase 1 (ZEBRA) outputs delivered in partnership with 3 WY operators; 111 ZEB ordered and delivered, associated electric vehicle charging infrastructure installed at 3 bus depots.

OUTCOMES AND OUTPUTS

32

BUDGET

Capital Budget

£271.8m

Revenue Budget

£8.7m total expenditure

PEOPLE REQUIRED TO DELIVER THE OUTCOMES

Transport Policy: 26 (breakdown given on detailed business plan)

Bus Reform: 5 (breakdown given on detailed business plan)

Transforming Cities Fund: 17

Transport Implementation: 69

EQUALITY DIVERSITY AND INCLUSION

Workforce Targets | Our overall ambition is that our workforce, including our leadership, will be at least representative of the West Yorkshire population for the protected characteristics of disability, ethnicity, gender, and sexual orientation. To be achieved by 2030 (interim targets to be agreed following Census 2021 information and formation of the EDI strategy from 2024). 100% of employees complete their EDI monitoring information on new ICS system (including prefer not to say) – excluding people on maternity leave and long-term sickness – 2024.

Pay Gap Monitoring | By the end of 2023/24 the mean gender pay gap reduced by minimum of 0.5 percentage point. And the mean ethnicity pay gap reduced by minimum of 2 percentage points. Contributing to a zero-pay gap for gender and ethnicity by 2028.

KPI's and Management Targets | By the end of 2023/24 100% of recruitment processes will be inclusive. And 100% of all new Role Profiles include EDI requirements and 100% of Strategies, Policies and Plans have EDI embedded.

Learning and Development | By the end of 2023/24 100% employees complete IHasco mandatory EDI and unconscious bias training. Over 75%* of employees complete the optional EDI IHasco units. 100% of SMT complete EqlA training (training to be procured in 2023).

RESOURCES

MASS TRANSIT

OUTCOMES AND OUTPUTS 33

Outcome 1: Develop the business case for the Mass Transit Programme and the Phase 1 delivery commencing by 2028.

- Develop the Strategic Outline Case for Phase 1 of Mass Transit Programme. KPI:- Deliver Orange SOC and Green SOC reports.
- Develop the Outline Business Case model for the Mass Transit Programme. KPI:- Deliver OBC Model.
- Develop Route Corridor Options for Phase 1 of Mass Transit Programme.
- Progress consultation for Phase 1 of Mass Transit Programme. KPI:- Deliver Engagement and Consultation Plan.
- Develop Enterprise and Target Operating Models, and progress Commercial and Financial Models and Procurement Strategy for Phase 1 of Mass Transit Programme. KPI:- Deliver Enterprise and TOM Models.
- Develop strategic partnerships and relationships with key stakeholders and supply chain partners. KPI:- Deliver Strategic Partner Agreements with District Partners.

Outcome 2: Develop the interface the Mass Transit Programme has with the Integrated Rail Plan and associated review of Leeds Station capacity.

- Develop the brief requirements for the Mass Transit Programme interface with IRP at Leeds Station.
- Develop the assessment of potential options for the Mass Transit Programme to respond to the interface with IRP at Leeds Station.

Outcome 3: Develop and integrate the interfaces the Mass Transit Programme has with broader transport policies.

- Develop the requirements for the Mass Transit Programme interfaces with transport policies.

Outcome 4: Develop a Sustainability Strategy for Mass Transit that sets out the approach to carbon reduction measures, operational net zero approaches, climate adaptation and biodiversity measures.

- Procurement of Environmental Support Partner for Mass Transit.
- Development of Sustainability Strategy, Strategic Environmental Assessment and Carbon Impact Assessment for Mass Transit.

Outcome 5: Develop the interface between the Mass Transit Programme (route development), key strategic sites and place-based opportunities around Mass Transit.

- Interface with District Local Plans, Spatial Priority Areas and activity relating to Investment Zone status.

RESOURCES

BUDGET

Capital Budget

£14.9m

Revenue Budget

Currently included within the Transport Policy and Delivery budget

PEOPLE REQUIRED TO DELIVER OUTCOMES

Developing business case - Client resources currently insufficient. Organisational development progressing. Development of operating model and District partner resources progressing.

Develop the interface the Mass Transit Programme has with the Integrated Rail Plan - Client resources currently insufficient. Organisational development progressing. Partner resources in place to support.

Develop and integrate the interfaces the Mass Transit Programme has with broader transport policies - Client resources currently insufficient. Organisational development progressing. Development of operating model and District partner resources progressing.

Develop a Sustainability Strategy - Likely to require additional human resource above and beyond current capacity and capability of existing Mass Transit Team. Procurement underway to appoint Partner to provide additional capacity in area.

Develop the interface between the Mass Transit Programme (route development), key strategic sites and place-based opportunities around Mass Transit - Resource sufficient across Mass Transit and Policy and Environment Directorates together with District Partner support.

EQUALITY DIVERSITY AND INCLUSION

Workforce Targets | Our overall ambition is that our workforce, including our leadership, will be at least representative of the West Yorkshire population for the protected characteristics of disability, ethnicity, gender, and sexual orientation. To be achieved by 2030 (interim targets to be agreed following Census 2021 information and formation of the EDI strategy from 2024). 100% of employees complete their EDI monitoring information on new ICS system (including prefer not to say) – excluding people on maternity leave and long-term sickness – 2024.

Pay Gap Monitoring | By the end of 2023/24 the mean gender pay gap reduced by a minimum of 0.5 percentage point. And the mean ethnicity pay gap reduced by minimum of 2 percentage points. Contributing to a zero pay gap for gender and ethnicity by 2028.

KPI's and Management Targets | By the end of 2023/24 100% of recruitment processes will be inclusive. And 100% of all new Role Profiles include EDI requirements and 100% of Strategies, Policies and Plans have EDI embedded.

Learning and Development | By the end of 2023/24 100% employees complete IHasco mandatory EDI and unconscious bias training. Over 75% of employees complete the optional EDI IHasco units. 100% of SMT complete EqIA training (training to be procured in 2023).

This page is intentionally left blank

West Yorkshire Combined Authority Revenue Budget	Original Budget 22/23 £	Transport Ops & Passenger Experience £	Transport Policy & Delivery £	Inclusivity, Economy, Skills & Culture £	Policing, Environment & Place £	Strategy, Comms & Intelligence £	Corporate £	Finance & Commercial Services £	Forecast Outturn 22/23 £
Employee Costs	33,632,860	6,651,402	3,886,359	5,771,407	4,494,470	3,211,147	8,436,841	3,405,732	35,857,358
Indirect Employee Costs	1,458,433	30,600	-	95,096	57,605	-	1,752,933	-	1,936,234
Premises Costs	6,542,217	7,064,903	-	-	-	-	-	-	7,064,903
Supplies and Services	3,220,113	946,560	-	1,168,214	147,336	928,500	695,964	5,500	3,892,073
ICT Related Costs	3,324,896	1,226,000	-	-	-	-	-	2,238,243	3,464,243
Travel, Subsistence & Transport Costs	147,531	32,990	10,535	69,604	16,000	3,500	40,435	3,150	176,214
Members Allowances & Expenses	280,162	-	-	-	-	-	280,162	-	280,162
Tendered Services	25,866,000	34,172,000	-	-	-	-	-	-	34,172,000
Concessions	53,750,000	47,273,360	-	-	-	-	-	-	47,273,360
Prepaid Tickets Costs	15,000,000	22,000,000	-	-	-	-	-	-	22,000,000
Non-staffing Project costs	9,965,506	142,197	1,739,261	23,061,852	1,138,531	10,898,889	394,502	9,431	37,384,663
AEB Costs	71,816,746	-	-	71,816,746	-	-	-	-	71,816,746
Consultancy and Professional Services	1,634,150	256,500	-	565,152	2,409,014	227,000	740,196	168,843	4,366,706
Financing Charges	6,993,836	-	-	-	-	-	7,077,000	-	7,077,000
Vacancy savings targets	1,200,000	-	-	-	-	-	3,100,000	-	3,100,000
Total Expenditure	232,432,449	119,796,511	5,636,154	102,548,070	8,262,957	15,269,036	16,318,033	5,830,900	273,661,662
Capitalisation / Internal Recharges	14,650,019	1,981,582	3,823,535	326,992	851,727	1,453,525	4,680,683	1,567,579	14,031,638
Pre Paid Ticket Income	15,000,000	22,000,000	-	-	-	-	-	-	22,000,000
Funding - Grants	18,883,789	2,063,000	703,305	28,809,071	3,930,488	11,069,273	5,293,099	-	51,868,235
Transport Levy Income	92,198,000	-	-	-	-	-	92,198,000	-	92,198,000
AEB Income	71,938,746	-	-	71,938,746	-	-	-	-	71,938,746
Income - Operational	12,843,894	4,338,749	1,791,664	706,267	220,614	481,233	11,499,676	-	19,038,202
Tendered Services Income	6,918,000	10,796,000	-	-	-	-	-	-	10,796,000
Total Income	232,432,448	41,179,330	6,318,504	101,127,091	5,002,828	13,004,030	113,671,458	1,567,579	281,870,822
Net Expenditure Total	0	78,617,180	682,350	1,420,979	3,260,129	2,265,006	97,353,425	4,263,321	8,209,160
Adjust for non recurring income on investments to support capital programme							4,870,000		4,870,000
Adjust for transport reserve transfers out/(in)		3,194,000							3,194,000
Adjusted Net Expenditure Total	0	81,811,180	682,350	1,420,979	3,260,129	2,265,006	92,483,425	4,263,321	145,160

This page is intentionally left blank

West Yorkshire Combined Authority Revenue Budget	Transport Ops & Passenger Experience £	Transport Policy & Delivery £	Inclusivity, Economy, Skills & Culture £	Policing, Environment & Place £	Strategy, Comms & Intelligence £	Corporate £	Finance & Commercial Services £	Total Budget 23/24 £	Indicative Budget 24/25 £	Indicative Budget 25/26 £
Employee Costs	7,358,909	7,223,108	6,748,085	3,484,377	5,720,056	6,544,650	4,748,713	41,827,897	42,776,505	43,804,634
Indirect Employee Costs	-	-	-	-	-	1,724,819	2,000	1,726,819	1,416,849	1,406,849
Premises Costs	7,385,551	-	-	-	-	-	-	7,385,551	7,742,048	8,140,271
Supplies and Services	955,583	-	654,470	147,336	789,000	684,801	28,500	3,259,690	4,744,534	3,918,835
ICT Related Costs	1,183,108	-	-	-	-	-	2,488,313	3,671,421	4,034,934	4,079,454
Travel, Subsistence & Transport Costs	110,490	10,106	28,700	16,000	5,000	41,900	3,050	215,246	213,046	135,939
Members Allowances & Expenses	-	-	-	-	-	370,100	-	370,100	370,100	370,100
Tendered Services	38,589,200	-	-	-	-	-	-	38,589,200	40,518,660	42,544,593
Concessions	46,176,329	-	-	-	-	-	-	46,176,329	47,961,490	49,835,910
Prepaid Tickets Costs	22,000,000	-	-	-	-	-	-	22,000,000	22,000,000	25,000,000
Non-staffing Project costs	135,978	1,488,634	22,863,378	290,879	16,564,141	414,648	5,200	41,762,858	62,325,176	5,720,679
AEB Costs	-	-	71,816,746	-	-	-	-	71,816,746	71,816,746	71,816,746
Consultancy and Professional Services	271,500	-	532,793	164,000	247,000	1,073,473	189,300	2,478,066	1,764,170	1,740,928
Financing Charges	-	-	-	-	-	7,186,000	-	7,186,000	7,273,000	8,229,000
Vacancy savings targets	-	-	-	-	-	3,100,000	-	3,100,000	3,000,000	3,000,000
Total Expenditure	124,166,648	8,721,847	102,644,171	4,102,592	23,325,197	14,940,391	7,465,076	285,365,922	311,957,259	263,743,938
Capitalisation / Internal Recharges	-	2,008,448	4,963,341	481,302	1,958,888	1,957,676	5,390,238	1,436,212	17,233,501	18,840,880
Pre Paid Ticket Income	-	22,000,000	-	-	-	-	-	22,000,000	22,000,000	25,000,000
Funding - Grants	-	2,063,000	764,867	29,058,731	509,783	17,115,251	3,447,500	52,959,131	71,120,866	14,470,627
Transport Levy Income	-	-	-	-	-	92,198,000	-	92,198,000	92,198,000	92,198,000
AEB Income	-	-	71,938,746	-	-	-	-	71,938,746	71,938,746	71,938,746
Income - Operational	-	4,557,874	1,866,671	455,788	182,000	385,356	17,697,645	25,145,335	22,208,930	16,043,027
Tendered Services Income	-	11,338,100	-	-	-	-	-	11,338,100	11,923,630	12,538,437
Total Income	41,967,423	7,594,879	100,971,963	2,650,671	19,458,283	118,733,383	1,436,212	292,812,813	309,211,355	251,029,716
Net Expenditure Total	82,199,226	1,126,968	1,672,209	1,451,921	3,866,914	103,792,992	6,028,864	7,446,891	2,745,903	12,714,222
Adjust for non recurring income on investments to support capital programme	-	-	-	-	-	11,530,000	-	11,530,000	7,800,000	2,000,000
Adjust for transport reserve transfers out/(in)	-	4,177,000	-	-	-	-	-	4,177,000	1,018,000	-
Adjusted Net Expenditure Total	78,022,226	1,126,968	1,672,209	1,451,921	3,866,914	92,262,992	6,028,864	93,891	9,527,903	14,714,222

This page is intentionally left blank

Indicative Capital Programme

Investment Priority	Capital Expenditure	2022/23	2023/24	2024/25	2025/26
		£	£	£	£
	Transport Programmes				
IP5	City Region Sustainable Transport Settlement	66,059,941	100,000,000	200,000,000	255,761,294
IP5	Transforming Cities Fund (exc. CRSTS)	37,940,399	78,618,210	102,924,280	111,240,311
IP5	West Yorkshire plus Transport Fund	58,626,946	74,296,599	96,499,623	93,530,586
IP5	Zero Emissions Bus Regional Areas	3,818,701	15,364,384	11,126,155	
IP5	Leeds Public Transport Investment Programme	2,870,000			
IP5	Integrated Transport Block (CA legacy projects)	4,666,883	3,628,138	100,000	
IP5	Active Travel Fund (Revenue and Capital)	6,856,529	7,763,008	2,530,967	
IP5	New Station Fund	3,687,541	7,000,000		
	Total Transport Programmes	184,526,940	286,670,338	413,181,025	460,532,191
	Economic Development Programmes				
Various	Getting Building Fund	11,377,575			
IP3	Brownfield Housing Fund	9,000,000	29,579,359	29,848,924	
IP4	Social Housing Decarbonisation Fund	4,661,627			
IP3	British Library North	6,000	100,000	4,500,000	5,625,000
	Corporate Projects	1,897,281	1,805,649		
IP3	Broadband	1,204,119	77,425		
	Growth Deal - Economic Development	123,300			
IP1	Business Accelerator Fund	2,301,895	3,070,000	2,289,000	3,702,000
IP4	Flood Alleviation Scheme	12,565,000			
	Total Economic Development Programmes	43,136,797	34,632,433	36,637,924	9,327,000
	Total Capital Spend	215,098,737	321,302,771	449,818,949	469,859,191

	Capital Funding	Balance	2022/23	2023/24	2024/25	2025/26
		as at end 2021/22	£	£	£	£
	Transport Funding					
	City Region Sustainable Transport Settlement	0	(161,328,000)	(167,168,000)	(167,168,000)	(167,168,000)
	Transforming Cities Fund	(142,808,154)	(12,118,000)	(35,350,549)		
	West Yorkshire plus Transport Fund	15,370,086	(50,450,000)	(50,450,000)	(50,450,000)	(30,000,000)
	Zero Emissions Bus Regional Areas	0	(30,309,240)			
	Leeds Public Transport Investment Programme	(1,887,508)				
	Integrated Transport Block	(8,542,752)				
	Active Travel Fund (Revenue and Capital)	(14,619,537)	(2,530,967)			
	New Station Fund	(1,147)	(3,687,541)	(7,000,000)		
	Economic Development Funding					
	Getting Building Fund	(11,377,575)				
	Brownfield Housing Fund	(3,809,070)	(18,178,719)	(25,000,000)	(25,259,573)	
	Broadband	(3,911,470)	(1,334,037)			
	Social Housing Decarbonisation Fund	(5,061,627)				
	British Library North	(24,994,520)				
	Land Release / One Public Estate					
	Gainshare Capital	(19,000,000)	(9,500,000)	(9,500,000)	(9,500,000)	(9,500,000)
	Flood Alleviation Scheme		(12,565,000)			
	Other					
	Capital Receipts					
	Contribution to LPTIP from Reserves	(970,945)				
	Borrowing for corporate projects	10,837,789				
	Total Capital Income	(210,776,430)	(302,001,504)	(294,468,549)	(252,377,573)	(206,668,000)

This page is intentionally left blank

Treasury Management Strategy Statement

1. This statement sets out the Treasury Management Strategy for 2023/24 and limits under the prudential framework. It has been prepared in accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice 'Treasury Management in Public Services' which is re-adopted each year by Members of the Combined Authority. The statement and its implementation are currently updated twice annually in the final accounts and budget reports and also reviewed quarterly at Treasury Management meetings with any key findings reported to the Governance and Audit Committee.
2. The Combined Authority is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low-risk counterparties or instruments commensurate with the Authority's low risk appetite in this regard, providing adequate liquidity initially before considering investment return.
3. The second main function of the treasury management service is the funding of the Authority's capital plans. These capital plans provide a guide to the borrowing need of the Authority, essentially the longer-term cash flow planning, to ensure that it can meet its capital spending obligations. This means that the Combined Authority must calculate its budget requirement for each financial year to include the revenue costs that flow from capital financing decisions. This means that capital expenditure must be limited to a level where increases in charges to revenue from additional external interest and running costs are affordable within the projected income levels for the foreseeable future.
4. CIPFA defines treasury management as:
"The management of the local authority's borrowing, investments and cash flows, including its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
5. The Local Government Act 2003 and Local Authorities (Capital Finance and Accounting) Regulations 2003 set out the system of capital finance to be followed by all local authorities from 2004. This appendix is intended to take account of the requirements of the regulations and to set them in the context of the Treasury Management Code of Practice. It also takes into account the risk appetite of the Combined Authority in this regard and the focus on ensuring security of the funds is set out further in section 15.
6. The treasury management arrangements must encompass all activities undertaken by the Combined Authority. This treasury strategy recognises the borrowing necessary to fund the capital programme requirements of both the General Fund (Combined Authority excluding policing) and the Police Fund. It should be noted that the decision making arrangements will differ for these two elements with the revenue costs of borrowing being included within the revenue budgets of the general fund and police fund accordingly.

7. For the Combined Authority non-policing activity borrowing is required to support the delivery of the full West Yorkshire plus Transport Fund and to support corporately determined schemes for which no capital resource other than borrowing has been identified. In addition, local funding has been committed to the Transforming Cities Fund and the arrival of gainshare funding provides an income stream which is intended will be used at the appropriate time to support borrowing. Estimates of the likely funding required are set out in the capital annex below and further work is underway to ensure there is a full robust programme of delivery for all schemes that will enable the borrowing requirements for future years to be fully understood. The short term borrowing requirement is likely to be offset as external investments are internalised to reduce counterparty risk implicit within external investments. Work is underway to determine the extent to which future years' gainshare will be utilised to support a future capital programme and the extent of any borrowing required. The forecasts will be updated as these plans are crystallised. Borrowing is also required to support the delivery of policing in West Yorkshire, with a range of projects in development.

Treasury Management activity – Borrowing and Investments

8. The overall treasury management portfolio as at 30 November 2022 and for the projected position as at 31 March 2023 are shown below for both borrowing and investments.

Total Loans outstanding at 01/4/2022	£m
Fixed term loans - CA General Fund	75.0
Fixed term loans- Police Fund	74.4
<u>Activity during 2022/23:</u>	
Loan repayment - CA General Fund	0.0
Loan repayment - Police Fund	(0.6)
Anticipated loan outstanding at 31/03/2023:	148.8
<u>Activity expected during 2023/2024:</u>	
New borrowing for the Capital Programme - CA General Fund	0.0
New borrowing for the Capital Programme - Police Fund	0.0
Borrowing repaid - CA General Fund	0.0
Borrowing repaid - Police Fund	(0.6)
Anticipated loans outstanding at 31/3/2024	148.2
Total Investments	
Investment - CA General Fund at 1 April 2022	498.5
Investment - Police Fund at 1 April 2022	84.0
Net of new Investment in year - CA General Fund	117.5
Net of new Investment in year - Police Fund	35.0
Anticipated CA General Fund investment placed at 31/03/2023	616.0
Anticipated Police Fund investment placed at 31/03/2023	119.0

9. Since the start of 2022/23 the interest rate environment has been driven by global supply bottlenecks, the implications following the Russian invasion of Ukraine and domestic policy changes following the change of Prime Ministerial leadership. The previous low interest rate environment has evaporated quickly particularly over the last couple of months with base rate now at 3.5% and forecast to rise further, possibly past 4%. Opportunities to refinance loans remain limited.
10. Leeds City Council undertakes the monitoring of the financial markets on behalf of the Combined Authority. The agreed policy is to seek to minimise the rates at which the Combined Authority borrows and to continue to refinance any longer term loans if rates appear advantageous. No such opportunities have arisen so far in 2022/23. The Combined Authority has a loan portfolio with historically competitive rates and the economic climate has been such that there have been no suitable opportunities identified for refinancing.
11. The business planning and budget report sets out the estimated requirement for borrowing to supplement the capital grants received. The calculations in the annex demonstrate how this works through the capital financing requirement and set out the financing costs which are then included within the appropriate revenue budget.
12. The Combined Authority's cash balances have been increasing in recent years due primarily to large grant payments for capital schemes being received in advance. This has led to the changes agreed during previous years to enable these larger sums to be better managed. Over the past three years the limits and counterparties have been kept under regular review to ensure the sums available for investment are able to be placed appropriately. The Authority has a portfolio of investments in fixed deposits but also keeps an element of liquid cash in call/notice accounts to manage day to day cashflow needs. For longer term deposits the selected counterparties are constantly monitored and meet the strict eligibility criteria stipulated under Leeds City Council's investment policy which has been adopted by the Combined Authority. This approach will continue during 2023/24 with an expectation that the Combined Authority will continue to have high cash balances to invest due to the advance payment of capital and other grant funding. Within the existing policy the Combined Authority can also invest in money market funds and this opportunity may also be taken to enable effective management of what is expected to be further significant cash advances of City Region Sustainable Transport Settlement, Brownfield Housing, Adult Education Budget, and other capital funding initiatives under the Mayoral Combined Authority in 2023/24, including the £38 million annual gainshare payment.
13. The general level of borrowing and investments is handled efficiently by Leeds City Council and has produced a situation where the Combined Authority has, in relative terms, very low borrowing costs. Regular meetings are held with the Leeds City Council staff who undertake treasury work for the Combined Authority under the terms of a signed service level agreement, and these meetings ensure a satisfactory level of control and monitoring is achieved.

These meetings also consider the overall treasury management strategy and ensure that the policies in place continue to be appropriate to ensure that the Combined Authority's funds are managed to provide security and liquidity. A similar arrangement is in place for the policing funds, with support currently provided through Wakefield Council.

14. The Combined Authority has strict rules on investment criteria which are set out in paragraphs 15 to 18 for consideration and re-approval. These are set to minimise the risk to the Combined Authority's funds but does also mean that interest earned on deposits is lower than taking a higher risk approach would be. It is therefore in the Combined Authority's interest to seek to utilise any cash balances to reduce the costs of long term borrowing and this policy will continue to be pursued to reduce external Counterparty risk.

Treasury Management Activity – Investments Criteria

15. In general it is intended there should be no long term investments by the Combined Authority with any surplus cash being invested short term up to a maximum term of one year. The level of future investments will fluctuate on a short-term basis due to cash flow requirements but will be maintained as low as possible. Any investments undertaken by the Combined Authority follow the guidance of the Department for Levelling Up, Housing and Communities (DLUHC) having regard to the concept of security, liquidity and then yield with emphasis being placed on the "return of funds" rather than the "return on funds".
16. It is proposed that the existing policy of utilising external support for treasury management continues. At present this is provided by the Treasury Management Teams in Leeds City Council (for CA general funds) and Wakefield Council (for the Police Fund) and it is expected that these services will continue to be provided by one of the local authority partners.
17. The Combined Authority has several rules in place for short term investments/borrowing, as set out below and that these should continue to be applied, with changes highlighted in bold below: -
 - 17.1. The Chief Finance Officer (Director, Finance and Commercial Services) shall determine the amounts and periods.
 - 17.2. The procedural documents as approved for their Treasury Management Division by Leeds City Council and Wakefield Council shall be adopted in relation to the Combined Authority's short-term investments encompassing the Council's list of approved financial organisations and the maximum lending limits per organisation, as specified in that document from time to time.
 - 17.3. No investment will be for a period exceeding 12 months other than with other local authorities and then only for a period not exceeding 36 months. The limits for each of the next three years are that for investments for a period greater than 364 days, that no more than £20 million (for each of the CA general fund and police fund portfolios) will mature in each of 2023/24, 2024/25 and 2025/26.

- 17.4. Investments with Leeds City Council will not exceed £15 million, the interest rate for such deposits being agreed between the Chief Finance Officers of both organisations. This arrangement is a continuation of approved arrangements put in place some years ago to recognise the potential conflict of interest that could arise.
- 17.5. Investments with any one counterparty should not exceed £15 million (for each of the CA fund and police fund portfolios).
- 17.6. Investments with the Combined Authority's bankers are specifically excluded from the limits set out, in recognition of the fluidity of such arrangements.
18. The proposals above would provide the flexibility for the Combined Authority to invest its surplus funds which, as they are expected to continue to increase, will become increasingly difficult to place on the market. As the capital programme progresses and new borrowing requirement increases it is anticipated that external investments will be internalised to fund this borrowing requirement pending locking into long term funding and also reducing external Counterparty risk. The proposals are deemed low risk and are in accordance with the criteria applied by Leeds City Council to its treasury arrangements.

THE PRUDENTIAL INDICATORS

19. The principal purpose of the prudential system is to allow authorities as much financial freedom as possible whilst requiring them to act prudently. There is no formal requirement arising from this to set government borrowing approvals but government retains the power to do so and it has determined that Combined Authorities are required to agree a debt cap with government.
20. The debt cap operates on long-term external debt and does not limit capital spending funded from internal cash flow or short-term external debt (less than 1 year). The agreement will be reviewed in light of emerging initiatives, local or national, which have a material impact on the Combined Authority borrowing totals. Agreement made with the government on limit on the Authority's total long-term external debt for 2022/23 is £304.1 million, and indicatively as £381.6m for 2023/24 and £477.4m for 2024/25. This limit has been derived from the current agreed long-term investment plans of the authority including those investment required for provision of policing services, with some significant headroom to enable flexibility.
21. The projection of external debt figures outlined in this report falls well within the year end ceilings incorporated into the debt deal.
22. Irrespective of this cap restrictions are imposed through the CIPFA Prudential Codes which require every authority to set prudential indicators and limits and thus be satisfied that it can afford the results of its borrowing and to ensure investment is in line with its place making remit and not solely for financial yield. These limits, which must not be exceeded, must be formally agreed by the Authority before the start of each financial year.

23. The applicable codes governing our arrangements are the “Treasury management in the Public services – Code of Practice and the “Guidance notes 2021” and “The Prudential Code - for capital finance in Local Authorities 2021”, as well as Treasury management in the Public Services Guidance Notes for Local Authorities including Police bodies and fire and rescue authorities 2021 which is now formally part of the CIPFA codes as well as recognising the DLUHC Investment guidance which has always had statutory underpinnings. In summary these Codes emphasise that local authorities must ensure that all its capital and investment plans and borrowing are prudent and sustainable. In doing so it will consider its arrangements for the repayment of debt and consideration of risk and the impact, and potential impact, on the authority's overall fiscal sustainability. While indicators for sustainability are required to be set over a minimum three year rolling period, indicators should be set in line with a capital strategy and asset management plan that is sustainable over the longer term.
24. A capital strategy should demonstrate that the Combined Authority takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability. The Capital Strategy, last approved in April 2021, is being reviewed and updated, and will be reviewed alongside the West Yorkshire Investment Strategy in the first part of this year.
25. The Code requires full capital and revenue plans to be prepared for at least three years forward in order to assess the financial effects of the planned capital investment. In the Combined Authority the three year financial strategy is considered by Members on a regular basis and to ensure a level of affordability, it is currently the policy that borrowing to meet capital expenditure will be limited to proposed levels. Restricting borrowing in this way ensures that all debt charges are covered by known income streams, including through its levy on the Districts, gainshare funding or through precept/Home Office funding for borrowing on delivering policing services.
26. In accordance with the above, overall capital expenditure will be met firstly by grants and other resources leaving the balance to be met by borrowing.
27. There are significant levels of grant provided to the Combined Authority under a range of programmes and with the prospect of future funds through any successor programmes. Recognising the demands upon infrastructure investment it is proposed that other alternative methods of financing during the year remain under consideration as and when appropriate. The financial viability and value for money of such methods will require investigation and savings found within the budget to accommodate the costs involved. Members will be asked to approve any such methods before they are implemented.
28. The Combined Authority has in place a five year borrowing facility with the European Investment Bank (EIB) which provides a flexible financing offer to support the West Yorkshire Plus Transport Fund. Many of the schemes in the West Yorkshire plus Transport Fund meet the EIB funding criteria and this provides an attractive alternative to the traditional PWLB lending. The UK's

withdrawal from the European Union does not preclude this arrangement taking place.

29. When the Combined Authority last reviewed the borrowing limits in the light of market rates, it was determined that the limit was to be set at a level sufficient for the current year plus the equivalent of two years anticipated borrowing requirement which is derived from the capital allocations. This was intended to provide flexibility for fund management allowing borrowing to take place when rates are low rather than being tied into strictly annual borrowing.
30. The Annex initially creates limits set at the required level of borrowing for 2023/24 and 2024/25. To provide more flexibility in managing the funding operation it was previously agreed that approval be given to borrow to cover loan requirements for the current plus the following two years.
31. The attached (**Annex 1**) shows the calculation of the following prudential indicators separately for the CA general fund portfolio and the ring fenced police fund portfolio:
 - 31.1. Gross external Borrowing requirement (Gross Debt and CFR). The gross borrowing requirement should not exceed the Capital Financing Requirement (CFR).
 - 31.2. The ratio of debt charges to overall expenditure. This is not significant to the Combined Authority as it is effectively controlled through the level of the levy, and the level of precept for the police fund (as referred to above).
 - 31.3. The operational boundary should reflect the maximum anticipated level of external debt consistent with budgets and cash flow forecasts. It should be seen as a management tool for on-going monitoring of external debt, and may be breached temporarily due to unusual cash flow movements.
 - 31.4. The authorised limit represents the legislative limit on the Combined Authority's external debt under the Local Government Act 2003. It should be set with sufficient headroom above the operational boundary to allow flexibility for planned borrowing to be undertaken, in order for prudent treasury management decisions to be taken and temporary cash flow fluctuations to be managed.
 - 31.5. The limit on non-Treasury Investment should not exceed £20m. It also includes a ratio of estimated return on investment against revenue stream and net income from investments as a proportion of usable reserves.
 - 31.6. The Combined Authority is required to set upper and lower limits for the maturity structure of its borrowings. This is designed to limit the risk of exposure to high interest rates by restricting the level of maturing debt in any given year. The limits represent the amount of projected borrowing that is fixed rate maturing in each period as a percentage of total

projected borrowing that is fixed rate. It is proposed that these limits remain unchanged.

32. The Liability Benchmark (or gross loans requirement as **Annex 2**) looks at a net management of the treasury position. It aims to minimise/reduce refinancing, interest rate and credit risks by profiling the borrowing portfolio against a benchmark. Liability benchmarks are broken down between the CA general fund and the ringfenced Police Fund in accordance with CIPFA guidance. There is no mismatch between the actual loan debt outstanding and the liability benchmark based on the current forecast.
33. The Prudential Code requires Members to have an approved Treasury Management Policy (this is set out above) and to agree limits for variable and fixed rate loans. It is recommended that the maximum limit for variable rate loans continues to be set at 40% and the limit for fixed rate loans remains at 200%. This reflects the current position that arises from the increase in cash balances and investments resulting from an increase in advance grant funding.

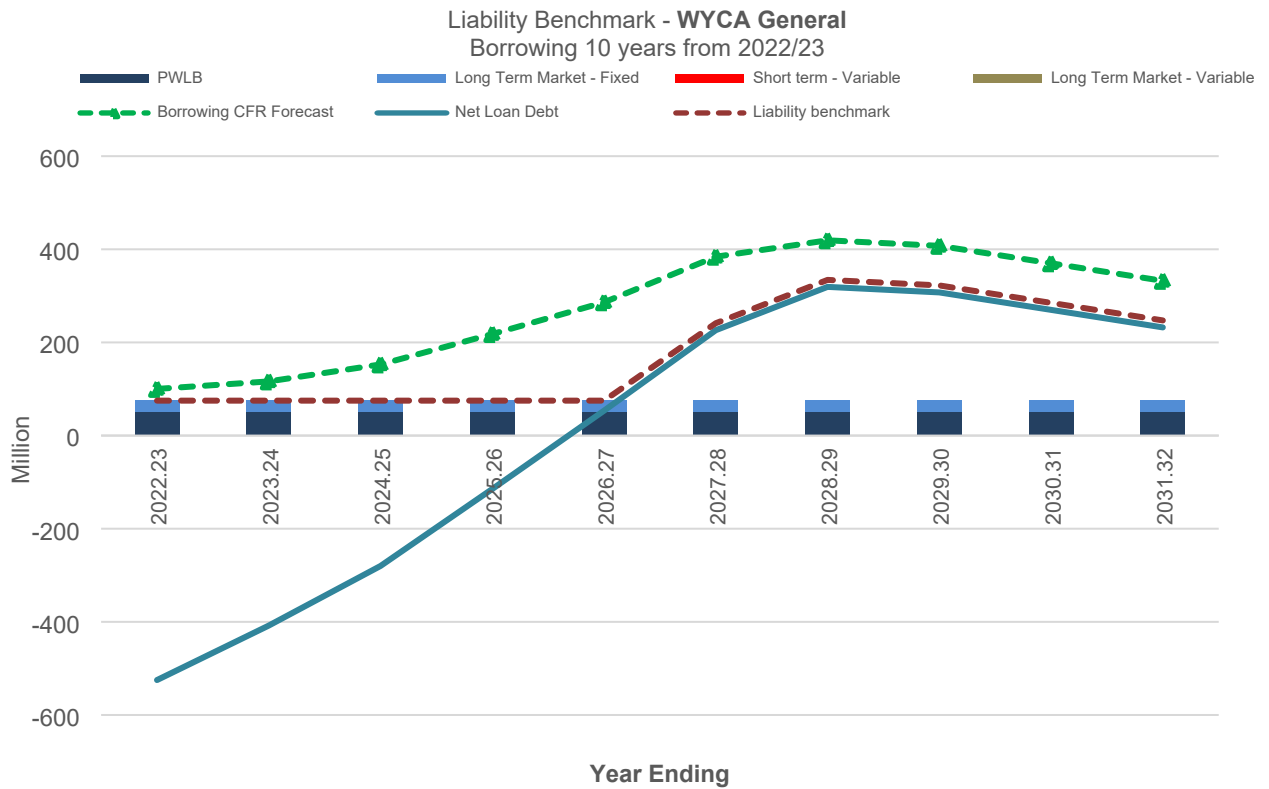
Minimum Revenue Provision (MRP) Policy Statement

34. Under Regulation 27 of the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003, where the Authority has financed capital expenditure by borrowing it is required to make a provision each year through a revenue charge (MRP).
35. The Authority is required to calculate a prudent provision of MRP which ensures that the outstanding debt liability is repaid over a period that is reasonably commensurate with that over which the capital expenditure provides benefits. The recommended MRP statement is as follows:
 - a) For expenditure incurred before 1 April 2008 which forms part of supported capital expenditure, the MRP policy will be 4% reducing balance
 - b) From 1 April 2008 for all unsupported borrowing the MRP policy will be Asset life method (annuity) – MRP will be based on the estimated life of the assets such as land and buildings.
36. Capital expenditure incurred during 2023/24 will not be subject to an MRP charge until 2024/25, or in the year after the asset becomes operational. The Combined Authority will apply the asset life method for any expenditure capitalised under a Capitalisation Direction.
37. The CA's policy is to finance shorter lived assets from capital receipts, grants and contributions where possible, with borrowing generally reserved for long term assets generated such as land and buildings.

Annex 1 - Treasury Management Strategy Statement Performance Indicators

DM10e		Current year	Year+1	Year+2	Year+3	
		2022.23 Forecast	2023.24 Estimate	2024.25 Estimate	2025.26 Estimate	
PRUDENTIAL CODE INDICATORS						
CAPITAL EXPENDITURE						
<u>Estimate of Capital Expenditure</u>						
	WYCA - General	£k	224,437	325,565	412,274	360,494
	WYCA - Police Fund	£k	34,498	49,004	40,312	16,431
	Total	£k	258,935	374,569	452,586	376,925
<u>Capital Financing Requirement</u>						
<u>Borrowing</u>						
	WYCA - General	£k	100,188	116,280	152,756	218,016
	WYCA - Police Fund	£k	113,983	144,493	166,448	168,101
	Sub Total Borrowing	£k	214,171	260,773	319,204	386,117
<u>Other Long Term Liabilities</u>						
	WYCA - General	£k	0	0	0	0
	WYCA - Police Fund PFI	£k	81,883	79,327	76,101	72,599
	Sub Total Other Long Term Liabilities	£k	81,883	79,327	76,101	72,599
	Total Capital Financing Requirement	£k	296,054	340,100	395,305	458,716
EXTERNAL DEBT						
<u>Operational Boundary</u>						
	WYCA - General	£k	100,000	100,000	100,000	100,000
	WYCA - Police Fund (incl. Other LTL PFI)	£k	200,000	233,000	253,000	253,000
	Total	£k	300,000	333,000	353,000	353,000
<u>Authorised Limit</u>						
	WYCA - General	£k	229,000	282,000	345,000	318,000
	WYCA - Police Fund (incl. Other LTL PFI)	£k	263,000	266,000	263,000	260,000
	Total	£k	492,000	548,000	608,000	578,000
<u>Actual External Debt (year end Forecast)</u>						
<u>WYCA - General</u>						
	PWLB	£k	50,000	50,000	50,000	50,000
	Market (Inc LOBO)	£k	25,000	25,000	25,000	25,000
	Short term (Actual)	£k	0	0	0	0
	Total Gross External Debt	£k	75,000	75,000	75,000	75,000
	Other Long Term Liabilities	£k	0	0	0	0
	Total Including OLTL	£k	75,000	75,000	75,000	75,000
<u>WYCA - PCC</u>						
	PWLB	£k	64,776	64,146	63,516	62,886
	Market (Inc Fixed Rate)	£k	9,000	9,000	9,000	9,000
	Short term (Actual)	£k	0	0	0	0
	Total Gross External Debt	£k	73,776	73,146	72,516	71,886
	Other Long Term Liabilities	£k	0	0	0	0
	Total Including OLTL	£k	73,776	73,146	72,516	71,886
AFFORDABILITY						
<u>Estimate of Financing Cost to Net revenue Stream</u>						
<u>WYCA - General</u>						
	Financing Cost	£k	7,045	7,134	6,798	6,993
	Net Revenue Stream	£k	98,375	103,533	102,269	101,127
	Ratio	%	7.16%	6.89%	6.65%	6.92%
<u>WYCA - PCC</u>						
	Financing Cost	£k	11,966	12,010	11,878	12,054
	Net Revenue Stream	£k	147,863	159,533	167,947	173,070
	Ratio	%	8.09%	7.53%	7.07%	6.96%
INVESTMENTS - WYCA General Only						
<u>Limit on non-Treasury Investments</u>						
			20,000	20,000	20,000	20,000
<u>Estimate of Net Income from Investments for Commercial and Service Purposes</u>						
	Income	£k	108	108	75	57
	Ratio of Income from Commercial and Service Purposes to Net revenue Stream	%	0.11%	0.10%	0.07%	0.06%
<u>Net Income from Investments for Commercial and Service Purposes as a Proportion of usable Reserves</u>						
	Useable Reserves	£k	346,053	430,000	300,000	210,000
	Ratio of Income from Commercial and Service Purposes to Usable reserves	%	0.03%	0.03%	0.03%	0.03%
TREASURY MANAGEMENT CODE INDICATORS						
<u>Liability Benchmark for Borrowing</u>						
See Annex 2						
<u>Liability Benchmark for Investments</u>						
Not Applicable						
		CA General Fund		Police Fund		
		Projected £m		Projected £m		
Maturity Structure of Borrowing 2023/24		31/03/2023	%	31/03/2023	%	
Lower	Upper					
	under 12 mths	0%	30%	-	0%	
	12 mths and within 24 mths	0%	20%	-	0%	
	24 mths and within 5 years	0%	50%	-	0%	
	5 years and within 10 years	0%	75%	5	7%	
	10 years and within 20 years			-		
	20 years and within 30 years			52		
	30 years and within 40 years	25%	100%	-	93%	
	40 years and within 50 years			17		
	50 years and above			-		
			75	74	100%	
			100%			
<u>Upper limit for long term Treasury Investments to mature in following years</u>						
	Year +1		20,000		20,000	
	Year +2		20,000		20,000	
	Year +3		20,000		20,000	

Annex 2 – Liability Benchmark





Report to: Corporate Scrutiny Committee

Date: 10 March 2023

Subject: **Update - Integrated Corporate Systems**

Director: Angela Taylor, Director, Finance and Commercial Services

Author: Angela Taylor, Director, Finance and Commercial Services

1. Purpose of this Report

- 1.1. To provide the Committee with an update on the Integrated Corporate Systems project.

2. Information

- 2.1. The Integrated Corporate Systems (ICS) project is focusing on replacing ageing HR, Finance and Payroll systems with one intuitive system. Work has been progressing with the chosen supplier TechnologyOne developing and configuring the CiAnywhere product to the West Yorkshire Combined Authority requirements.
- 2.2. CiAnywhere (abbreviated to CiA) stands for Connected Intelligence Anywhere, the name is derived from the fact this is a cloud-based system. It provides a modern system empowered by workflows that provides effective and efficient processes and a high degree of self service for all employees. A benefit of CiAnywhere is that it is updated twice a year by TechnologyOne to continuously improve the functionality without interrupting business operations. Bi-annual updates to the system have often come from suggestions from CiAnywhere users which the TechnologyOne development team have created to enhance user experience.
- 2.3. The approach being taken is to use the product 'out of the box' as far as possible, and adapting current business practice to make full use of the efficiencies the system will provide. The integration will remove some of the current duplication of records between HR and payroll for example and the improved access to information for everybody will reduce the need for teams to produce bespoke reports on a range of HR and finance data.
- 2.4. The original timeline of project milestones has shifted due an initial delay because of TechnologyOne HR consultant availability and then as a result of issues discovered during the user acceptance testing phase of the project. As

these issues have progressively been resolved the teams are now working towards signing off user acceptance following the parallel running of the payroll operation for the month of February. During this data migration is also taking place to ensure the correct data is set up correctly in the new system ahead of go live.

- 2.5 The first three stages of the project are now complete, with key milestones set out in the table below:

Activity	Dates
Configuration design workshops	01/01/22 – 12/05/22
Sign off configuration	12/05/22
Build and implementation	17/05/22 – 16/09/22
Acceptance testing and parallel runs	26/09/22 – 27/02/23
Staged deployment	27/02/23 – 31/03/23
Go live	April 2023
Handover and project closure	28/04/23 – 31/05/23

- 2.6 The project is confident of achieving the benefits agreed at project inception. These focussed around greater availability of resource information, both people and finances, with managers able to self service the information they need to carry out their roles and deliver their outcomes. An integrated system supports 'one version of the truth' and reduces inefficiencies or inconsistencies arising from moving data from one system to another.
- 2.7 The introduction of CiA is being considered in the context of the objectives of the wider organisational evolution work underway and will support clearer accountability and decision making. For example refresher training for budget holders in terms of their general role and responsibilities is taking place alongside the specifics of how they will be able to use the new system in support of this work.
- 2.8 An integrated system presents higher potential risks in relation to access rights and the project team has included team members from ICT and Internal Audit. The work has sought to ensure that access considerations have been fully considered, documented and agreed, both from a wider ICT infrastructure perspective and from an individual user viewpoint. The 'user personas' limiting access to different parts of the system have been tested as part of the user acceptance testing. An audit inspection regime is also being developed.
- 2.9 This is a significant project that will change ways of working across the organisation. Socitm Advisory joined the project management team for three months to support with the business change and training elements of the implementation. A CiAnywhere Network has been established within WYCA to support with communications and direct colleagues to useful information and communications posted to the WYCA intranet page. Change champions within the CiAnywhere change network have been supporting communications to teams and have helped with unique questions and suggestions coming from different departments. Training sessions have been held with teams both in

person and online, with sessions recorded for later reference and a focussed support and training plan is being developed for the go live period.

- 2.10 It is anticipated that the final go live approval will be confirmed in early March. At this point the functionality will have been tested and confirmed as ready but it is anticipated that the use of the product will continually evolve. There has been significant effort put into the operational teams learning from the supplier so the skills will be available to make controlled changes post go live to ensure the system can continue to be used to maximum effect and adapt to organisational changes.

3. Tackling the Climate Emergency Implications

- 3.1. The new system will provide better information and reporting to support decision making and evidence the outcomes being achieved.

4. Inclusive Growth Implications

- 4.1. The new system will provide better information and reporting to support decision making and evidence the outcomes being achieved.

5. Equality and Diversity Implications

- 5.1. The HR module will enable more detailed information on protected characteristics to be defined and reported on.

6. Financial Implications

- 6.1. The project is on course to deliver within the approval given by the Combined Authority.

7. Legal Implications

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

8. Staffing Implications

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

9. External Consultees

- 9.1. No external consultations have been undertaken.

10. Recommendations

- 10.1. That the Committee notes the report and provides any comments.

11. Background Documents

12. Appendices

None.

Report to:	Corporate Scrutiny Committee
Date:	10 March 2023
Subject:	Corporate Scrutiny Work Programme 2022/23

Director:	Melanie Corcoran, Chief Operating Officer
Author:	Hannah Scales, Scrutiny Support Officer

1. Purpose of this report

- 1.1 To note the final, summarised Corporate Scrutiny Work Programme for the 2022/23 municipal year.

2. Information

Corporate Scrutiny Work Programme 2022/23

- 2.1 The Work Programme (**Appendix 1**) is set at the beginning of the year and is considered at each meeting where it can be amended and changed as the year progresses. It outlines the work the Corporate 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.

Referrals to scrutiny

- 2.2 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.
- 2.3 There are no formal referrals for this committee to consider.

Key decisions and call in

- 2.4 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.

- 2.5 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.
- 2.6 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.
- 2.7 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](#).

Membership

- 2.8 Cllr Peter Harrand has stepped down as Corporate Scrutiny Chair and has become an ordinary member for the remainder of this municipal year. Current Deputy Chair, Cllr Geoff Winnard, has been confirmed as permanent chair for the remainder of the year.

Actions for Scrutiny Officers

- 2.9 As outlined in Scrutiny Standing Order 17, scrutiny officers provide 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 To note the Corporate Scrutiny Work Programme for 2022/23.

10. Background Documents

[Key Decision Forward Plans – 2022/23](#)

11. Appendices

Appendix 1 – Joint Scrutiny Work Programme 2022/23

This page is intentionally left blank

Scrutiny Work Programmes 2022/23

Summary of main topics and meeting dates

Committee	Topic areas	Meetings
Corporate	<ul style="list-style-type: none"> Inflation, Budget and Gainshare Assurance Framework Staffing (incl recruitment & retention) Accommodation and other corporate projects (incl ICS, Cyber Security, social value in procurement) 	<ul style="list-style-type: none"> 23 September 2022 18 November 2022 (Mayors Question Time) 20 January 2023 10 March 2023
Transport & Infrastructure	<ul style="list-style-type: none"> Bus Service Improvement Plan (BSIP) Active Travel Decarbonisation and Behaviour Change Freight, Waterways & Rail Consultation and Planning 	<ul style="list-style-type: none"> 22 September 2022 17 November 2022 19 January 2023 (Mayors Question Time) 9 March 2023
Economy	<ul style="list-style-type: none"> The state of the region's economy Cost of Living crisis Skills and the Adult Education Budget 	<ul style="list-style-type: none"> 21 September 2022 16 November 2022 18 January 2023 15 March 2023 (Mayors Question Time)
<i>All Committees</i>	<ul style="list-style-type: none"> Mayors Pledges Work Programme 	

Corporate Scrutiny Committee

Meetings	Topics	Attendees	Objectives
23 September 2022	Inflation & Budgets	<i>Director of Corporate</i>	Discuss the impact of inflation on strategy, projects and finances and what plans and measures are in place to mitigate the issue.
	Update – Social Value in Procurement	<i>Head of Procurement</i>	Update (from March 2022 meeting): to better understand the principles, practice, and examples of social value in procurement and suppliers.
18 November 2022	Mayor’s Question Time	<i>Mayor Tracy Brabin & Chief Executive</i>	Question the Mayor on matters pertaining to corporate scrutiny since her last attendance in November 2021.
20 January 2023	Budget, Business Planning And Workforce 2023/24	<i>Director of Corporate Director of Delivery</i>	Expand on the discussion at the November 2022 Workshop. Scrutinise the draft budget 2023/24, especially with regards to risk management, safeguards and ‘Plan Bs’ with regards to expected inflation and economic conditions.
	Update - Assurance Framework	<i>Head of Portfolio Management</i>	Consider changes to the Assurance Framework during its annual review, especially with regards to current economic pressures on capital projects.
10 March 2023	Budget and Business Planning 2023/24	Director of Finance and Commercial / Chief Operating Officer	<i>Final budget agreed by Feb CA, including figures for previous years and future projections, alongside the business plans for 2023/24</i>
	Update – Integrated Corporate System	Director of Finance and Commercial / Chief Operating Officer	Update (from March 2022): on project development and progress
10 March 2023 PRIVATE WORKSHOP	Staff Survey 2022 Results	Director of Finance and Commercial / Chief Operating Officer	<i>Overview and headlines of staff survey results – as follow on from Jan 2023 meeting and December 2022 workshop.</i>
	Update – Cyber Security	<i>Head of IT</i>	<i>Update (from March 2022): on developments and progress since</i>

Transport & Infrastructure Scrutiny Committee

Meetings	Topics	Attendees	Objectives
22 September 2022	Update – Bus Service Improvement Plan <i>(with focus on real time information)</i>	<i>Director of Transport Operations and Passenger Experience & RTI System Manager</i> --- <i>Dr Ben Hanson, Leeds University</i>	Monitor progress of Bus Service Improvement Plan (since November 2021) with particular attention to Flexi Bus Scheme and Real Time Information systems.
17 November 2022	Decarbonisation	<i>Director of Transport Operations and Passenger Experience & Head of Transport Policy</i> <i>Poss: Delivery, Strategy officers</i> --- <i>Mott Macdonald report authors</i>	Understand and identify <ol style="list-style-type: none"> 1. issues raised in the Mott Macdonald report and what has changed since, in terms of actions and strategies. 2. CA's direct purview/control and what can it influence indirectly. 3. possible solutions, including strategic gaps in CA decarbonisation activity e.g. waterways and inland ports, rail freight, PLVs/e-bikes, motorbikes, etc.
19 January 2023	Mayor's Question Time	<i>Mayor Tracy Brabin & Chief Executive</i>	Question the Mayor on matters pertaining to transport and infrastructure scrutiny since her last attendance in January 2022.
9 March 2023	Transport Consultations	<i>Interim Director, Transport Policy and Delivery</i> <i>Director Transport Ops and Passenger Experience</i>	Review consultation and planning processes and whether they sufficiently consider transport links and infrastructure, and whether they take into account the views of residents (especially on active travel)
	Transport in Planning	<i>Interim Director, Transport Policy and Delivery</i> <i>Director Transport Ops and Passenger Experience</i>	<i>Understand what methods are used to consult on transport schemes and whether current processes sufficiently consider the views of residents.</i>

	Freight: Rail and Waterways	<i>Interim Director, Transport Policy and Delivery</i> <i>Director Transport Ops and Passenger Experience</i>	Update requested from January 2023 MQT on: <ul style="list-style-type: none"> • <i>Background: What work has the CA done on freight? What are the main challenges to moving to rail and water freight?</i> • <i>Data: How much freight is there in the region and what are the main routes</i> <i>Background: to Leeds Inland Port scheme and why it was cancelled – and if there is a possibility of continuing it, or other work on use of waterways to manage freight.</i>
	Affordable Housing	<i>Director Policing, Environment and Place</i>	<i>Update on achievement of the Mayors Pledge on affordable housing since 2021.</i>
16 February 2023 WORKSHOP	Decarbonisation	<i>Interim Director, Transport Policy and Delivery</i> <i>Director Transport Ops and Passenger Experience</i>	Follow up on issues raised and information requested at 17 November meeting

Economy Scrutiny Committee

Meetings	Topics	Attendees	Objectives
21 September 2022	Update – The state of the economy and cost of living crisis	Head of Economic Policy Research & Intelligence	Update on the state of the economy and cost of living crisis, with some attention to impact of Brexit, inflation, cost of living crisis, and skills.
16 November 2022	Adult Education Budget (AEB) and Labour Market Assessment	Head of Employment and Skills Research & Intelligence Head of Economic Policy	Explore current labour conditions and how new powers and funding from the Adult Education Budget (AEB) meets the short term and long term needs – with particular focus on if AEB to FE providers has been well spent, what success looks like and how we compare to other regions.
18 January 2023	Economic Strategy	Interim Director of Economic Services	Talk about economic strategy.
	Business Spaces and Enterprise Zones		Business space/ enterprise zones – the current data on business land and availability plus research on enterprise zones. Key sectors, history and background on enterprise zone and its current status.
15 March 2023	Mayor’s Question Time	Mayor Tracy Brabin & Chief Executive	Question the Mayor on matters pertaining to economy scrutiny since her last attendance in March 2022.

This page is intentionally left blank