

WEST YORKSHIRE COMBINED AUTHORITY

**MEETING TO BE HELD AT 11.00 AM ON THURSDAY, 12 OCTOBER 2023
IN COMMITTEE ROOM 1, WELLINGTON HOUSE, 40-50 WELLINGTON
STREET, LEEDS**

A G E N D A

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

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**
- 3. EXEMPT INFORMATION - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**
- 4. MINUTES OF THE MEETING OF THE COMBINED AUTHORITY HELD ON 28 SEPTEMBER 2023**
(Pages 1 - 4)

For Decision

- 5. FAIR WORK CHARTER**
(Lead member: The Mayor, Lead Director: Felix Kumi-Ampofo)
(Pages 5 - 16)
- 6. MASS TRANSIT VISION 2040 ADOPTION**
(Lead Member: Cllr S Hinchcliffe, Director: Luke Albanese)
(Pages 17 - 22)
- 7. MASS TRANSIT - APPROACH TO PLACEMAKING AND**

DESIGN PHILOSOPHY

(Lead Member: Cllr S Hinchcliffe, Director: Luke Albanese)
(Pages 23 - 28)

8. PROJECT APPROVALS

(a) INVESTMENT PRIORITY 3 : CREATING GREAT PLACES AND ACCELERATED INFRASTRUCTURE

(Lead member: The Mayor, Lead Director: Liz Hunter)

(Pages 29 - 46)

9. BUDGET AND FUNDING

(Lead Member: The Mayor, Director: Angela Taylor)
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10. BUDGET AND BUSINESS PLANNING

(Lead Member: The Mayor, Director: Angela Taylor)
(Pages 51 - 54)

11. COMMITTEE GOVERNANCE

(Lead Member: The Mayor, Director: Alan Reiss)
(Pages 55 - 58)

For Information

12. MINUTES FOR INFORMATION

(Pages 59 - 60)

Signed:



**Chief Executive
West Yorkshire Combined Authority**



**MINUTES OF THE MEETING OF THE
WEST YORKSHIRE COMBINED AUTHORITY
HELD ON THURSDAY, 28 SEPTEMBER 2023 AT MEETING ROOM 1 -
WELLINGTON HOUSE, LEEDS**

Present:

Mayor Tracy Brabin (Chair)	West Yorkshire Combined Authority
Councillor Susan Hinchcliffe	Bradford Council
Councillor Jane Scullion	Calderdale Council
Councillor James Lewis	Leeds City Council
Councillor Alan Lamb	Leeds City Council
Councillor Claire Douglas	City of York Council
Councillor Cathy Scott	Kirklees Council
Councillor Matthew Morley (Substitute)	Wakefield Council

In attendance:

Annette Joseph MBE	Diverse & Equal (Leeds)
Caroline Allen	West Yorkshire Combined Authority
Alexander Clarke	West Yorkshire Combined Authority
Alan Reiss	West Yorkshire Combined Authority
Ben Still	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority
Simon Warburton	West Yorkshire Combined Authority

42. Apologies for Absence

Apologies had been received from Councillor Jeffery, Councillor Poulsen, Councillor Davies, and Councillor Holdsworth.

The Mayor welcomed Annette Joseph, who attended the meeting as the LEP representative.

43. Declarations of Disclosable Pecuniary Interests

There were no declarations of pecuniary interests at the meeting.

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

The Mayor noted that appendices 1, 2.1, 2.2, 2.3 and 3 to agenda item 5 had been identified by officers as exempt from the press and public.

RESOLVED – That in accordance with paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, the public be excluded from the

meeting during consideration of Agenda Item 5, Appendices 1, 2.1, 2.2, 2.3, and 3, on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information and for the reasons set out in the report that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

45. Minutes of the Meeting of the Combined Authority held on 7 September 2023

Resolved: That the minutes of the meeting of the West Yorkshire Combined Authority held on 7 September be approved.

46. Bus Reform

The Combined Authority considered a report which set out the next steps for Bus Reform following the completion of the external Audit Report.

Members were supportive of the proposed bus franchising scheme and the commencement of a public consultation.

Councillor Lamb suggested that the Enhanced Partnership Plus option could provide significant improvements to the current bus network for a lower cost and abstained from recommendation (ii).

Resolved:

- (i) That the following be noted:
 - final approval of the Bus Reform Assessment which was then provided to the independent auditor for a report to be obtained of the Bus Reform Assessment.
 - the provision of the external Audit Report, and determination to proceed with the proposed bus franchising scheme.
- (ii) That in accordance with the Act, the following be agreed:
 - notice of the proposed bus franchising scheme be given, and copies of the proposed bus franchising scheme, consultation document, Bus Reform Assessment and Audit Report be made available for inspection.
 - consultation be undertaken of all statutory consultees as listed in section 123E(4) of the Act, and set out in this report, as well as the general public more broadly.
- (iii) That the Bus Reform Assessment, the Audit Report and a consultation document relating to the bus franchising scheme (with finalisation of this delegated to the Executive Director of Transport) be approved for publication.

47. Governance Arrangements

Members considered a report which outlined membership changes across the Combined Authority committee structure.

Resolved:

- (i) That the change in appointment of Kirklees CA member and substitute as set out in paragraph 2.2 of the submitted report be noted.
- (ii) That Cllr Cathy Scott be appointed to replace Cllr Pandor on the Governance and Audit Committee and on the Finance, Resources & Corporate Committee as set out in paragraph 2.3 of the submitted report.
- (iii) That Councillor Eric Firth be appointed as Deputy Chair of the Transport Committee in place of Cllr Manisha Kaushik as detailed in paragraphs 2.4 – 2.5 of the submitted report.
- (iv) That Cllr Manisha Kaushik be appointed to the Economy Scrutiny Committee replacing Cllr Gwen Lowe as set out in paragraph 2.6 of the submitted report.
- (v) That Cllr Masood Ahmed be appointed to replace Cllr Eric Firth as Kirklees Transport Portfolio Holder on the Transport Committee as set out in paragraph 2.7 of the submitted report.
- (vi) That, following changes to portfolio holder responsibilities, the Combined Authority Cllr James Lewis be appointed as Chair of the Business, Economy & Innovation Committee and Cllr Cathy Scott as Chair of the Employment and Skills Committee as set out in paragraph 2.8 of the submitted report.
- (vii) That the changes to appointment of members to committees approved under delegation and set out in paragraph 2.9 to the submitted report be noted.

48. Minutes for Information

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

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Report to: West Yorkshire Combined Authority

Date: 12 October 2023

Subject: **Fair Work Charter**

Director: Felix Kumi-Ampofo, Director Inclusive Economy, Skills & Culture

Author: Sarah Bowes, Interim Head of Business

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

1. Purpose of this Report

- 1.1 To provide an update on the Mayor of West Yorkshire's Fair Work Charter, including the next steps on its implementation.
- 1.2 To seek endorsement and approval of the Fair Work Charter and subsequently recommend that the Combined Authority becomes an early signatory to the Charter.

2. Information

Background and Drivers

- 2.1 The Mayor of West Yorkshire pledged to introduce a Charter to recognise the many employers in the region that are committed to Fair Work.
- 2.2 Mission 1 of the West Yorkshire Plan sets out the region's ambitions for "a prosperous West Yorkshire – an inclusive economy with well paid jobs". The Mayor's Fair Work Charter is an important part of achieving this mission by ensuring a fair and just economy that works for everyone. It will help to ensure West Yorkshire's workers receive the greatest possible employment security, best working conditions, as well as promoting greater employee wellbeing, workforce diversity, social mobility, and so accelerate Inclusive Growth.

2.3 Key underlying drivers for increasing access to Fair Work include the following:

- Too many people are working in poor quality jobs.
- Too many people are not paid enough to make ends meet.
- There are big pay gaps between groups of workers.
- Too many people are suffering from poor mental health.
- Too many working age people are not in work.

Design, Development and Employer Incentive

2.4 Extensive stakeholder engagement has been undertaken to develop the Charter. A Steering Group was established by the Mayor with breadth of representation (including public, private and third sectors, large, medium and small employer representation, universities, trade unions, and faith) to oversee its design and development. The Steering Group was chaired by former Leeds City Region Enterprise Partnership's Diversity Champion, Kate Hainsworth. The work of the Steering Group included a full public consultation in spring/summer 2022 and intensive engagement with businesses including smaller businesses in spring this year.

2.5 Becoming an early signatory to the Charter does not mean the employer already fulfils all the individual elements contained in the Charter, although it is anticipated that some may already be able to do so. Being able to demonstrate (and celebrate) that some tangible first steps have been taken - with a commitment to going on the journey of improvement - is the key requirement to be a signatory. For those employers who are not yet able to confirm that first steps have been taken, but still wish to engage with the Charter, support will be provided to help them start on their journey.

2.6 The overarching principle of the Charter is therefore to encourage employers across all our sectors, places and sizes to commit to going on a journey of improvement over time. The emphasis is on the journey rather than any given destination and there is a clear acknowledgement that employers are inevitably at different stages and may need different levels of support, including from their peers.

2.7 Throughout the development of the Charter, a compliance vs trust-based approach was considered and debated. The outcome of the extensive consultation concluded that lighter touch spot checking (with whistleblowing process) was the optimal means of delivering the intent of the Charter.

2.8 A key aspect of the Charter is to celebrate the great businesses who are leading by example in terms of fair and just work in West Yorkshire. Employers have stated that signing up to a meaningful Charter would confer benefits including the following:

- a clear framework and pathway for providing Fair Work;
- a greater ability to retain and recruit good staff;
- increased productivity, growth and profitability;

- Membership of a community of like-minded employers and partners provides peer group and other support.

The Charter

- 2.9 The vision for the Charter is: “to promote a thriving economy where businesses of all sizes and sectors can meet their ambitions and work together to ensure all the diverse people and communities of West Yorkshire contribute to, and benefit from, economic prosperity”.
- 2.10 The Charter is focused around 5 themes which are summarised below (see also the **Appendix** which sets out full details):

Opportunity

Employers are working towards an economy where all pathways into employment are inclusive, organisations use the best recruitment practices, and all people have access to flexible working arrangements. Employers enrolling onto the Charter are required to confirm below they have taken at least one recognised 1st step in each of the following 3 areas:

- Inclusive pathways into employment and career progression
- Inclusive recruitment practices
- Flexible working arrangements

Security

Employers are working towards an economy where all organisations go beyond legal minimums to pay staff at least the real Living Wage and maintain working conditions that provide security and dignity to all workers. Employers enrolling onto the Charter are required to confirm below they have taken at least one recognised 1st step in each of the following 3 areas:

- Fair pay and working hours
- Secure contracts and conditions
- Safe working environments

Wellbeing

Employers are working towards an economy where work helps all people to live healthy and happy lives, while contributing to the increased productivity of their employer. Employers enrolling onto the Charter are required to confirm below they have taken at least one recognised 1st step in each of the following 2 areas:

- Fostering good physical and mental health
- Support for wider aspects of wellbeing

Employee Voice

Employers are working towards an economy where all workers are empowered to contribute towards the success of their employer through positive relationships and effective communication. Employers enrolling onto the Charter are required to confirm below they have taken at least one recognised 1st step in each of the following 2 areas:

- Consultation and engagement
- Recognition and support for trade unions, where requested by workers.

Fulfilment

Employers are working towards an economy where work provides all people with the opportunity to learn, develop and meaningfully connect to a purpose that resonates with them. Employers enrolling onto the Charter are required to confirm below they have taken at least one recognised 1st step in each of the following 3 areas:

- Learning and development
- People management
- Supporting communities and good causes

Next Steps

2.11 The Charter will be formally launched on 24th November 2023. A number of activities have already been started to support this:

- Working with a range of potential early signatories/adopters to secure early commitment and build momentum for the journey ahead.
- Development of an online presence to enable organisations to signal interest, provide support and advocacy, and celebrate and recognise success.
- Commissioning a delivery partner to provide the initial interface with business, provide wraparound support, quicken the pace of sign up, and facilitate a community of adopters to be in place before the formal launch.
- Development of comms and marketing plan to promote and inspire, supported by a launch event in autumn 2023.

2.12 The impact of the first year of delivery will be evaluated after 9 - 12 months to determine lessons and recommend improvements for future years.

Early Adopters

2.13 As noted, work is underway to engage with potential early Charter signatories / adopters. These are from a range of sectors and sizes of employer to trigger a snowball effect. These early adopters could be celebrated in promotional material to further inspire and encourage other businesses to sign up.

2.14 It is envisaged that the potential early adopters (in addition to the Combined Authority), could include:

- A range of the region's private and third sector employers, including small businesses and organisations.
- Private sector members of the Business Economy and Innovation Committee, including the Federation of Small Businesses.
- Key local and regional anchor organisations including the ICB and West Yorkshire Local Authorities.

3. Tackling the Climate Emergency Implications

3.1 There are no climate emergency implications directly arising from this report. However, it is expected that the sign up could positively, indirectly impact of net zero targets.

4. Inclusive Growth Implications

4.1 The development of the Charter is driven by the Combined Authority and the Mayor's ambition to deliver a fair and just economic recovery, which is central to promoting Inclusive Growth.

5. Equality and Diversity Implications

5.1 The Charter has been designed to drive improvements in ED&I, e.g. in terms of inclusive recruitment practices, and ensuring employees have a voice in the workplace.

6. Financial Implications

6.1 Gainshare funding (£600k) has been previously approved for the development and implementation of the Charter and the requirement for any further resources will need to be considered in the context of the business planning process.

7. Legal Implications

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

8. Staffing Implications

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

9. External Consultees

9.1 No external consultations have been undertaken.

10. Recommendations

- 10.1 That the Combined Authority notes and welcomes the progress which has been made to establish the Mayor's Fair Work Charter, formally adopts the Charter, and endorses the proposed next steps.
- 10.2 That the Combined Authority agrees to becoming one of the Charter's early adopters, leading by example for the region.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

Appendix 1 - Fair Work Charter

The Fair Work Charter



/Opportunity

We are working towards an economy where all pathways into employment are inclusive, organisations use the best recruitment practices and all people have access to flexible working arrangements.

We invite employers to take a 1st step on this journey by taking the following actions:

Inclusive pathways into employment and career progression

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Broadening your recruitment channels to seek out underrepresented groups
- Using apprenticeships, paid internships, or work experience to widen access to employment opportunities
- Using methods such as mentoring, coaching, skills training and development to diversify the pipeline into leadership roles for current staff
- Actively supporting relevant campaigns and voluntary standards and/or seeking support from relevant external bodies

Inclusive recruitment practices

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Using anonymised/name-blind recruitment procedures to ensure that candidates are judged on merit and not on their background, race or gender
- Using Positive Action measures to help people from under-represented groups overcome disadvantages in competing with other applicants
- Actively supporting relevant campaigns and voluntary standards and/or seeking support from relevant external bodies

Flexible working arrangements

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Offering flexible working arrangements to staff wherever possible, including:
 - Where they work – e.g. agile working, working from home, hybrid working
 - When they work – e.g. flexible start and finish times, compressed hours, adopting relevant schemes such as the Carer's Passport scheme
 - How much they work – e.g., part-time, job share, unpaid leave

/Security

We are working towards an economy where all organisations go beyond legal minimums to pay staff at least the real Living Wage and maintain working conditions that provide security and dignity to all workers.

We invite employers to take a 1st step on this journey by taking the following actions:

Fair pay and working hours

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Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Increasing the proportion of employees, apprentices or contractors paid at least the real Living Wage over time
- [For organisations with over 250 employees] Identifying, reporting and addressing ethnicity and/or disability pay gaps, alongside the gender and executive pay gap reporting required by law
- Increasing the provision, duration or replacement income rate of sick pay
- Providing clarity and good notice of working times to aid household planning
- Offering workers a guaranteed minimum number of hours per week

Secure contracts and conditions

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Reducing forms of insecure employment (except where specifically requested by workers/applicants), such as:
 - payment by task/minute,
 - zero hours,
 - temporary/self employed/agency where roles can be made permanent
- Using procurement and purchasing power to minimise the use of unnecessary forms of insecure employment in the delivery of services through contractors

Safe working environments

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Ensuring accessible, trusted and responsive processes for dealing with employee grievances and disciplinary issues
- Actively supporting initiatives and campaigns that promote safe working environments, free from violence, bullying, discrimination, harassment and victimisation

Wellbeing

We are working towards an economy where work helps all people to live healthy and happy lives, while contributing to the increased productivity of their employer.

We invite employers to take a 1st step on this journey by taking the following actions:

Fostering good physical and mental health

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Providing access to relevant occupational health services that prevent illness and/or boost physical and mental health,
- Providing staff training to increase awareness of how to improve physical and mental health, and reduce any stigma
- Promoting active travel and/or practical action to reduce sedentary working habits

Support for wider aspects of wellbeing

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Providing resources and support to help with money management and future planning
- Promoting and signposting employees to relevant local support services and organisations (e.g. Citizens Advice, credit unions)
- Providing other financial benefits to help with the cost of living (e.g., personal loans, cycle to work schemes, specialist financial planning advice, season ticket / travel card loans etc.)

Employee Voice

We are working towards an economy where all workers are empowered to contribute towards the success of their employer through positive relationships and effective communication

We invite employers to take a 1st step on this journey by taking the following actions:

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Consultation and engagement

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Involving staff throughout the business in decision-making and managing change through effective engagement, consultation, communication
- Ensuring clear and effective mechanisms for responding to the views, ideas and concerns of staff
- Using surveys or other methods to regularly monitor the views, ideas and concerns of staff
- Actively seeking and considering the specific views of diverse groups and people with protected characteristics within the workforce (e.g. via supporting staff networks)

Recognition and support for trade unions, where requested by workers

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Using induction, training and/or other activities to raise awareness of the opportunity to join a trade union or professional association
- Recognising and implementing collective bargaining agreements on pay and working conditions
- Providing time and facilities for trade union duties, training and activities

/Fulfilment

We are working towards an economy where work provides all people with the opportunity to learn, develop and meaningfully connect to a purpose that resonates with them.

We invite employers to take a 1st step on this journey by taking the following actions:

Learning and development

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Providing continuous learning and skills development opportunities for all staff
- Using training and development activities to make the organisation more inclusive (e.g. Equality, Diversity & Inclusion training, English courses, digital literacy, inclusive leadership and management courses, reverse mentoring)

People management

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Using regular one-to-one conversations between staff and managers/supervisors, to ensure that:
 - Staff feel they belong, are invested in, and developed
 - There are opportunities to discuss wider workplace issues (e.g. mental health), and the distinctive needs of the worker
- Providing training for all leaders, managers and supervisors in relevant aspects of people management including leadership development and line management

Supporting communities and good causes

Demonstrate your commitment through specific actions relevant to your business or sector, such as:

- Considering requests from staff which enable their participation in civil society, such as:
 - Volunteering
 - Time and facilities for prayer/rituals
 - Recognition and time off for religious holidays and festivals
- Providing funding, expertise and/or other in-kind support to charities and third sector organisations
- Using procurement and purchasing power to support local social enterprises and third sector organisations



Report to: West Yorkshire Combined Authority

Date: 12 October 2023

Subject: **Mass Transit Vision 2040 Adoption**

Director: Luke Albanese, Director Mass Transit

Author: Chris Dunderdale, Policy Officer, Mass Transit

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

1. Purpose of this Report

For the Combined Authority to consider the draft Mass Transit Vision 2040, as amended following the outcome of the statutory consultation process and to adopt it as a supplementary document to the Local Transport Plan.

2. Information

2.1 Following the statutory consultation of the Mass Transit Vision 2040 document, the Mass Transit team are proposing the Vision is adopted by the Combined Authority, as a supplementary document to the current Local Transport Plan. The Mass Transit Vision statutory consultation was intended to provide a statutory footing for the Vision to be adopted as part of LTP4. However, timescales for the LTP4 consultation have now moved to late 2024. In light of this, the statutory footing secured through the recent consultation allows for adoption as a supplementary document to the current Transport Plan, and a subsequent adoption as part of the LTP4 at the appropriate time.

Mass Transit Vision Consultation January 2021

2.2 As the Authority will be aware, the Mass Transit Vision 2040 was produced alongside the Connectivity Infrastructure Plan. The purpose of the Vision was to outline plans for Mass Transit and how this relates with the wider vision for the future of transport in West Yorkshire. It builds on the connectivity concepts outlined in the Connectivity Infrastructure Plan and is based on the same evidence and 'case for change'.

- 2.3 An initial version of the Mass Transit Vision 2040 document was published in January 2021, as part of the wider West Yorkshire Connectivity Infrastructure Plan engagement. We received 7,800 total responses to our surveys, polls, the interactive map and other stakeholder feedback. It is the largest engagement response of its type that the Combined Authority has received.
- 2.4 A detailed analysis of the findings was completed, and a report was produced to help inform changes to both documents. Following feedback from the engagement and wider work on the programme, a number of changes were made to the Mass Transit Vision document. This resulted in the addition of new pages, and several updates required to reflect the current status of the programme.
- 2.5 The update to the Mass Transit Vision document sat within the wider workstream to establish our approach to consultation for the Mass Transit Programme. This proceeds with business case and route development activity ahead of the Transport and Works Act Order (TWAO) process. Mott MacDonald were commissioned to work with the Mass Transit team to meet the consultation and engagement needs of the programme.

October 2022 Statutory Consultation

- 2.6 Following the 2021 public engagement, the main purpose of this statutory consultation was to seek support for the formal adoption of the Mass Transit 2040 Vision with stakeholders. The consultation was targeted towards a set list of statutory consultees, as well as other wider stakeholders. This is in contrast to the previous engagement, which focused on updating the public on our proposals for Mass Transit development over the coming years. Whilst the consultation page was open to responses from the public, the team focused on securing responses from the identified Statutory Consultees.
- 2.7 The consultation commenced 17th October 2022 and ran for 12 weeks and was hosted on Your Voice, the Combined Authority digital engagement hub.

Post Statutory Consultation Analysis and Re-engagement Exercise

- 2.8 As part of post consultation reporting and analysis in early 2023, the Mass Transit Team, along with colleagues from the Consultation and Engagement team felt that whilst we had secured key responses from statutory consultees, there were still some gaps in responses from key stakeholders.
- 2.9 The existing stakeholder list was reviewed and approved by the Combined Authority legal team and Pinsent Masons. The listed included stakeholders from both the [DFT Guidance on Local Transport Plans](#) and from the [Town and Country Planning Act \(TCPA\)](#) legislation.
- 2.10 It was also advised that Parish and Town Councils were not to be included in the re-engagement as they are not statutory consultees in Local Transport Act guidance. However, further engagement with this group is being agreed and

prioritised as part of the Stakeholder Engagement Plan for political stakeholders.

2.11 The team re-contacted statutory consultees who had not yet responded to the consultation. During the re-engagement period, additional responses were received from nine statutory consultees:

- Cross Country
- Crown Estate Commissioners
- Freightliner
- National Highways
- North York Moors National Park Authority
- Northern Rail
- Office for Nuclear Regulation
- Theatres Trust
- Yorkshire Dales National Park Authority

2.12 The re-engagement period closed on 19th June 2023. A comprehensive Consultation Outcome Report has been produced, outlining all the feedback received as part of the consultation. This will be published on Your Voice after the Vision is finalised and further discussions have taken place with the district partners.

Post Statutory Consultation Amendments to the Vision

2.13 Following due consideration of consultation responses, no substantial material changes to the Vision were deemed necessary. However, a number of minor amendments were suggested for reasons of accuracy and consistency. The key themes from the consultation that were considered against the Vision for amendments, are summarised in Table 1, along with the response regarding any necessary amendments to the Vision.

2.14 The Mass Transit Vision 2040 document has been updated to reflect the suggested amendments; this is appended for consideration by the Authority.

Table 1 - Post Statutory Consultation Vision Document Amendments

Consultee	Key Theme	Response/ Vision Amendment
Leeds Conservative Group Office	Concern that the Vision is marginalising those with disabilities who cannot walk or cycle to engage with Mass Transit.	Text added to Vision - “‘continuing to work with disability groups’ and ‘providing continued access to blue badge parking spaces’”. There is an intention to establish a design reference group which will provide the opportunity to gain advice from those with lived experience to ensure, as far as is possible, a barrier-free integrated public transport environment. Finally, all of the policies pursued for Mass Transit are thoroughly developed using equalities impact assessment.

Kirklees Council	The Mass Transit Vision needs to contain a commitment to working with Districts to adopt a series of minimum standards for such stops, based on Mobility Hubs best practice	Text added to Vision – “to examine best practice in the UK and internationally on stop design and relevant guidance' 'work with others on areas we're unable to develop ourselves”
Bradford Council	Mass Transit will need to serve Holme Wood directly and facilitate new development	No change to Vision – Holme Wood is already included in the vision, and the mass transit team will work with Bradford colleagues to develop options for Holme Wood though the wider programme development workstreams.
Consultation Key Theme	Vision needs to clearly state that it is not comprehensive at this stage due to being a Vision only.	Text added to Vision – “Our Vision sets out the aspiration for Mass Transit in West Yorkshire, but it is not set in stone. We will continue to work with our stakeholders and reflect the needs of local communities to evolve our approach over the coming years. Being adaptable to change will mean we are able to develop the best possible sustainable transport outcomes for the region as our needs evolve over time.”
Consultation Key Theme	Wetherby should be added to the regional map	Vision amendment - Wetherby added to the network map as a key regional location, rather than a mass transit stop/station.
Consultation Key Theme	Concern around length of programme and escalating costs / funding issues	No change to Vision, add to FAQs on website - The vision sets out the aspiration for delivery, but it is an early-stage projection of potential delivery timescales and costs. As stated in the vision, any changes to programme or cost will be dealt with as the programme progresses.
Consultation Key Theme	Light rail suggested for numerous areas – will we be sharing the rationale for modes chosen in each area?	No change to Vision, add to FAQs on website - A key part of programme development will focus on the rationale for route selection, and as a component, the mode selected for subsequent phases of the network. This work will also set out the rationale, and will be communicated with stakeholders and the public in due course through future consultation activity.
Consultation Key Theme	Clarify improvements to existing public transport will continue as mass transit is developed	No change to Vision, add to FAQs on website – We will continue to improve existing public transport though other programmes and funding streams. We want mass transit to complement these improvements – mass transit is a further investment in public transport, rather than at the expense of other modes.
Consultation Key Theme	Importance of continued engagement with stakeholders	No change to Vision, add to FAQs on website – This is outlined in the Vision and mentioned on the existing FAQs. We will give more information on the website/Your Voice page when we know the scope/timing of the first round of consultation for phase 1.

<p>Consultation Key Theme</p>	<p>Rationale for some areas not included in the vision, however we will be ensuring connectivity with existing transport links AND explaining reasoning for areas that won't have it.</p>	<p>No change to Vision, add to FAQs on website – Vision already sets out some of the rationale for potential areas served by mass transit. This will be set out in more detail as part of the first phase consultation, and we will continue to work with stakeholders to ensure mass transit serves the right places. We will also work closely with colleagues to ensure mass transit is integrated into the wider bus, rail and cycling/walking network, and these continue</p>
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3. Tackling the Climate Emergency Implications

3.1 Carbon emissions generated by transport are currently at levels that, without significant intervention and changes to processes, a net zero carbon future by 2038 will not be achievable. Road transport is the biggest contributor to roadside air pollution with cars being the largest source of emissions. To meet the 2038 net zero target, and even with a shift to zero/low emission vehicles, analysis suggests that a reduction of total vehicle kilometres exceeding 20% is necessary, accompanied by an increase in the use of sustainable modes (walking and cycling) and public transport. Transit also has the opportunity to support improvements to air quality and contribute to carbon reduction goals by providing an attractive lower carbon, lower emission transport option. Increased capacity provided by transit will allow for additional capacity on congested corridors, which affords the opportunity to improve vehicle flows which in turn will improve air quality.

4. Inclusive Growth Implications

4.1 A central common theme of the Connectivity Plan, Mass Transit Vision is that investment in transport accessibility will make a positive contribution to driving forward inclusive growth. Our approach to transport seeks to provide practical alternatives to the private car that will help to tackle air quality issues and help provide access to jobs and education, especially for people currently less likely to access these opportunities. Our plans particularly focus on how to support the hardest to reach communities to realise economic opportunities.

5. Equality and Diversity Implications

5.1 Through the Combined Authority's role in managing the delivery of the Transport Strategy, the Connectivity Plan and bidding for funding, focus will be placed on ensuring that equality and diversity needs are addressed, with a particular emphasis on improving accessibility for all.

6. Financial Implications

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

7. Legal Implications

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

8. Staffing Implications

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

9. External Consultees

9.1 The Mass Transit Vision has been developed following consultation and engagement with key stakeholders. A period of statutory consultation has been completed to ensure that statutory consultees have had the opportunity to influence the documents evolution in advance of the proposal to adopt the Vision as a supplementary document to the Local Transport Plan.

10. Recommendations

10.1 For the Combined Authority to consider the draft Mass Transit Vision 2040, as amended following the outcome of the statutory consultation process and to adopt it as a supplementary document to the Local Transport Plan.

11. Background Documents

None.

12. Appendices

Appendix 1 – Mass Transit Vision 2040

<https://westyorks-ca.gov.uk/media/11243/item-6-app-1-mass-transit-vision-august-2023-v1-final.pdf>



Report to: West Yorkshire Combined Authority

Date: 12 October 2023

Subject: **Mass Transit-Approach to Placemaking and Design Philosophy**

Director: Luke Albanese, Director Mass Transit

Author: Stacey White, Policy Manager, Mass Transit, Place and Environment

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

1. Purpose of this Report

- 1.1 This report provides an update on the Mass Transit Approach to Placemaking and Design Philosophy and seeks the Combined Authority’s approval to adopt the principles set out to support design and route development activity.

2. Information

Mass Transit Vision 2040

- 2.1 The West Yorkshire Mass Transit Vision is for a bold and ambitious transport system which helps meet the priorities of tackling climate change, boosting productivity and enabling inclusive growth. Alongside walking, cycling, bus and rail, Mass Transit will help communities thrive, the economy to flourish and bring people and places closer together as part of an integrated transport vision.

2.2 Mass Transit will:

- Help combat climate change.
- Connect West Yorkshire’s important places.
- Help rebalance the economy.
- Improve health and well-being.
- Support economic recovery.

- 2.3 Following public consultation, the draft Mass Transit Vision has now been finalised and progressed to the Combined Authority to seek approval to adopt as a supplementary document to the Local Transport Plan.
- 2.4 Understanding the places the Mass Transit system connects is central to planning an effective and efficient transport system. The Approach to Placemaking and Design Philosophy sets out how a Mass Transit system will respond to the people and places it connects as part of an integrated public transport system that places walking and cycling first and equal to a Mass Transit system. In doing so, the needs of the car no longer take priority over the needs of other transport users or the value of place.

Approach to Placemaking

- 2.5 The Approach to Placemaking document will:
- Inform and set the approach to the design development work using placemaking design principles.
 - Ensure that Mass Transit works with the grain of local places to enhance their existing character.
 - Steer the integrated design and business case teams to ensure the value of placemaking is prioritised in scheme development.
 - Provide information on good green infrastructure and a placemaking design toolkit.
- 2.6 The four design principles set out within the West Yorkshire Mass Transit Vision have been shaped by the goal of creating a 21st century transport system which helps meet the priorities of tackling climate change, boosting productivity and enabling inclusive growth. The 4 design principles are:
- People First
 - Environmental Responsibility
 - Better Connected
 - Celebrating West Yorkshire
- 2.7 Mass Transit will be a new form of transport for West Yorkshire that will be integrated into the urban fabric of every community it serves. The Approach to Placemaking has a crucial role in delivering on the four design principles as set out below.

People first

- Designed for people
- Reflect the diverse communities
- Inclusive safe spaces
- Enjoyable and stimulating

Environmental responsibility

- Attractive alternative to private vehicles
- Resilient
- Landscaping, biodiversity and green infrastructure
- Health outcomes

Better connected

- Integrate services
- Ease of use

Celebrating West Yorkshire

- Celebrate the place
- Enhance urban spaces
- Respect neighbourhoods
- Symbol of pride

- 2.8 The Approach to Placemaking principles are written specifically for the West Yorkshire Mass Transit system. The principles require a collective and multi-disciplinary approach, identifying opportunities to strengthen the connections between the people and the places they use and share. This Approach to Placemaking emphasises the need to consider the physical environment and the social context. Good placemaking pays particular attention to the cultural and social identities that define a place, as well as the physical place.
- 2.9 The Approach to placemaking document sets out the importance of engagement in seeking to deliver against the principles and highlights a commitment to understanding the needs and views of local communities and their aspiration for how we realise the potential of mass transit as part of the design process.

Design Philosophy

- 2.10 The Design Philosophy sets out how the Mass Transit strategy and vision will be delivered by providing the framework for the development of designs for a bold and ambitious Mass Transit system. It defines an approach that requires designers to consider a priority order for the transport network, utilising Mass Transit as a facilitator for transformational change, ensuring that walking, cycling and the value of place are given priority over the needs of the car.
- 2.11 The Design Philosophy is underpinned by the other Mass Transit system strategies. This includes the Approach to Placemaking which prioritises place and the people who use those places, making sure that Equalities needs are considered from the outset, that the Sustainability and Carbon Strategy are at the forefront of decision making and that opportunities for Green Infrastructure in its widest sense are sought out and embedded into the design.
- 2.12 The Design Philosophy sets out how the benefits of a Mass Transit system can be maximised when the system provides a fast, efficient, reliable, and

preferred alternative to the private motor vehicle. It briefly sets out what such a system could look like in its broadest sense and explains some of the system terminology. The document then outlines some of the design challenges and issues which need to be considered to deliver an effective region wide Mass Transit system. These difficult decisions will relate to how, where and what type of system corridor is needed so it is segregated from general traffic, and how that could be achieved within the different places that the system passes through.

- 2.13 The Design Philosophy sets out a high-level approach to Mass Transit corridor design and is not intended to be a detailed specification. Reference to the detailed standards and requirements which will apply are being captured and updated in a Mass Transit Design Guide. Whilst an initial version of the guide has been used to help achieve consistency in the emerging concept route designs, an updated version will be recommended for formal adoption prior to commencement of the next stage of route design (Feasibility Design).

Engagement with District Partners

- 2.14 The Mass Transit Vision, Approach to Placemaking and Design Philosophy have been developed in consultation with officers from all five local authorities encompassing a range of technical specialists including but not limited to Planning, Regeneration, Highways and Strategic Transportation. The feedback received has been used to revise the documents and ensure that the approach is one that is broadly supported across the region. Engagement will continue as the scheme develops.

Safety of Users

- 2.15 The Approach to placemaking seeks to ensure that safety and inclusion is at the heart of the approach by placing people first. This will help to ensure that streets and the public realm are well defined, welcoming, safe, inclusive and accessible to all. The document includes details in terms of how approaches such as planting along footpaths, legibility of routes for safety, greater use leading to improved perceptions of safety and safety of alleyways can improve the safety for all.

3. Tackling the Climate Emergency Implications

- 3.1 Carbon emissions generated by transport are currently at levels that, without significant intervention and changes to processes, a net zero carbon future by 2038 will not be achievable. Road transport is the biggest contributor to roadside air pollution with cars being the largest source of emissions. To meet the 2038 net zero target, and even with a shift to zero/low emission vehicles, analysis suggests that a reduction of total vehicle kilometres exceeding 20% is necessary, accompanied by an increase in the use of sustainable modes (walking and cycling) and public transport. Transit also has the opportunity to support improvements to air quality and contribute to carbon reduction goals by providing an attractive lower carbon, lower emission transport option. Increased capacity provided by transit will allow for additional capacity on

congested corridors, which affords the opportunity to improve vehicle flows which in turn will improve air quality.

4. Inclusive Growth Implications

- 4.1 A central common theme of the Connectivity Plan, Mass Transit Vision and Approach to Placemaking as part of that, is that investment in transport accessibility will make a positive contribution to driving forward inclusive growth. Our approach to transport seeks to provide practical alternatives to the private car that will help to tackle air quality issues and help provide access to jobs and education, especially for people currently less likely to access these opportunities. Our plans particularly focus on how to support the hardest to reach communities to realise economic opportunities.

5. Equality and Diversity Implications

- 5.1 Through the Combined Authority's role in managing the delivery of the Transport Strategy, the Connectivity Plan and bidding for funding, focus will be placed on ensuring that equality and diversity needs are addressed, with a particular emphasis on improving accessibility for all.

6. Financial Implications

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

7. Legal Implications

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

8. Staffing Implications

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

9. External Consultees

- 9.1 The Mass Transit Vision, Approach to Placemaking and Design Philosophy have been developed in consultation with officers from our five local authority partners.

10. Recommendations

- 10.1 That the Combined Authority approves the proposal to adopt the Approach to Placemaking and Design Philosophy as a tool for influencing the Mass Transit route development activity and stimulating wider place-based opportunities.
- 10.2 That the Combined Authority notes the intention to prepare an updated Design Guide prior to commencement of the next stage of route design (Feasibility Design). This will be presented to Combined Authority for approval in due course.

11. Background Documents

Mass Transit Vision 2040.

12. Appendices

Appendix 1 – Approach to Placemaking

<https://westyorks-ca.gov.uk/media/11242/item-7-appendix-1-approach-to-placemaking.pdf>

Appendix 2 – Design Philosophy

<https://westyorks-ca.gov.uk/media/11244/item-7-appendix-2-design-philosophy-final.pdf>



Report to: Combined Authority

Date: 12 October 2023

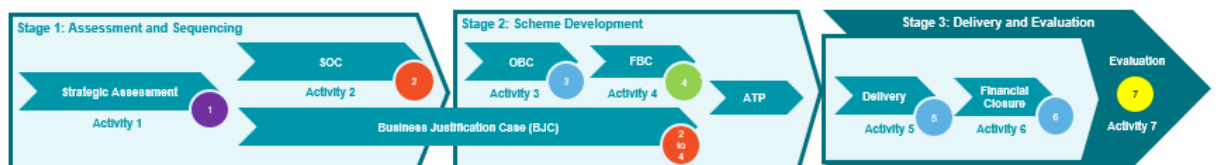
Subject: Project Approvals - Investment Priority 3 – Creating Great Places and Accelerated Infrastructure

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

Author: Craig Taylor, Head of Strategic Portfolio Office

1 Purpose of this report

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



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

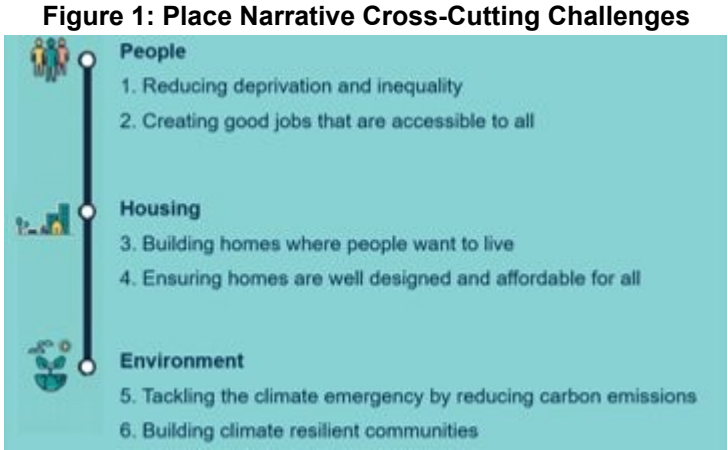
2 Report

- 2.1 This report presents proposals for the progression of schemes through the Combined Authority’s assurance process in line with the Combined Authority’s Assurance Framework. Further details on the schemes summarised below can be found as part of this report.

3 Investment Priority 3 (IP3) - Creating Great Places and Accelerated Infrastructure

- 3.1 Investment Priority (IP) 3: Creating Great Places and Accelerated Infrastructure, is a broad investment priority with cross-cutting themes and is well aligned to place-making, housing, regeneration, flood risk and digital infrastructure which are key areas of activity driven by the Place Regeneration and Housing Committee, the Combined Authority and the Mayor.

3.2 The Place Narrative¹ provides a level of strategic context for what we want to achieve through investment in place-based activity and the IP3 Portfolio. The Narrative identifies six cross-cutting place-based challenges which underpin our strategic approach to infrastructure programme and delivery.



3.3 The challenges confirm that despite a thriving economy in parts of the region, not all of our communities feel the benefits of that growth. Increasing polarisation between communities and tackling the climate emergency requires action across all parts of the economy and infrastructure delivery.

3.4 The IP3 Portfolio identifies a range of themes with potential for a significant positive impact on the priorities outlined in the West Yorkshire Investment Strategy. The IP3 Portfolio contains a suite of programmes and projects within one or more of the following themes:

- Housing and Regeneration
- Employment Land
- Spatial Priority Areas
- Flood Infrastructure
- Digital Infrastructure
- Natural Environment and Green Infrastructure
- Safer and Stronger Communities (Safer Parks)

3.5 Our proposed investments in place making, infrastructure and programme development activity aims to shape places in a way that responds to these key challenges. In developing the priorities for the IP3 Portfolio it is useful to reflect on the extent to which investments will help to tackle these challenges.

¹ The Narrative was produced in partnership with the Place Panel (the advisory panel that preceded Place, Regeneration and Housing Committee).

- 3.6 Many of the themes specifically provide support and enabling capacity to the commercial sector where there is evidence of market failure. This can be due to a lack of commercial appetite/return or areas which cannot be delivered commercially e.g. a public good, such as Green Infrastructure. Other themes support our public sector partners to deliver our shared objectives.
- 3.7 The Combined Authority is working to support housing delivery through a number of programmes. The West Yorkshire / Homes England Strategic Place Partnership (SPP) sets out the shared ambition of West Yorkshire Combined Authority, Homes England and the five West Yorkshire Local Authorities to contribute to the delivery of much needed new homes as part of a co-ordinated approach to the regeneration and transformation of its places.
- 3.8 The proposed Housing Accelerator Fund will seek to support the delivery of the SPP focus area projects through work including, master planning, site investigations, feasibility studies and developing project delivery models, working closely with Homes England. The fund is essential for the Combined Authority to take a proactive role in developing project development proposals and informing business cases for future investment. It is recognised that not all SPP focus area projects are in public ownership. One of the aims of the Housing Accelerator Fund programme is to support Local Authority partners to ensure that good quality development comes forward across these projects that meets the aims and ambitions set out in regional and local plans for delivery.
- 3.9 The Housing Accelerator Fund is a successor programme to the Housing Pipeline Revenue Fund. A recent evaluation of the Housing Pipeline Revenue Fund programme highlighted the value of the programme in supporting Local Authorities and the Combined Authority to progress strategic housing sites adding much needed capacity and resource to local teams. The evaluation also highlighted key recommendations and lessons learnt that have been fed into the design of the Housing Accelerator Fund programme.

Scheme summaries

<p>Housing Revenue Accelerator Fund</p> <p>West Yorkshire</p>	<p><u>Scheme description</u></p> <p>The Housing Accelerator Fund aims to build on the previous Housing Pipeline Revenue Fund to develop a pipeline of investment ready housing sites across West Yorkshire.</p> <p>This scheme will be funded from the Investment Priority 3 Gainshare Fund.</p> <p><u>Impact</u></p> <p>The scheme looks to develop 7 Strategic Place Partnership and 15 public sector owned sites for housing towards an investment ready position by March 2026. This has the potential to support the accelerated delivery of 2405 homes including 481 affordable homes (subject to future investment in scheme delivery) with improved associated infrastructure secured through developer contributions.</p> <p>The programme has an indicative BCR of 1.78:1, this is dependent on scheme delivery being realised and the accelerated delivery of homes.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 2 (strategic outline case) and decision point 4 (full business case) and work commences on activity 5 (delivery)</p> <p>Total value of the scheme - £3,200,000</p> <p>Total value of Combined Authority funding - £3,200,000</p> <p>Funding recommendation sought - £3,068,000</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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3.10 Since the Combined Authority's meeting on 7 September 2023, no decision points or change requests have been assessed in line with the Combined Authority's assurance process and approved through the agreed delegation to the Place, Regeneration and Housing Committee.

4 Information

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

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

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

Additional Approvals – Climate, Energy and Environment Committee delegation

4.3 Approval is sought through this report, for the delegation of authority to the Climate, Energy and Environment Committee, to approve, in accordance with the Assurance Framework, the following scheme, at its meeting on 24 October 2023. This delegation is sought to maintain programme delivery and spend targets.

<p>Net Zero Region Accelerator (NZRA) West Yorkshire</p>	<p><u>Scheme description</u></p> <p>The NZRA is a multi-year programme which supports the delivery of the region’s commitments to net zero. The programme develops and delivers, in collaboration, a sustainable pipeline of projects that will boost green jobs, restore nature, tackle air pollution and the climate emergency.</p> <p>The programme addresses an identified barrier to the progression of net zero projects, principally the ability for project sponsors to create robust business cases and investment models that address issues of scale, longevity and confidence that can attract private finance. The NZRA prospectus was published in May 2023 and the following projects have been supported with funding:</p> <ul style="list-style-type: none"> • Calderdale Garden Communities Smart Local Energy System Feasibility Study (Calderdale and Kirklees Districts) • Victoria Theatre, Heath Campus and Halifax Borough Market Decarbonisation Feasibility Study (Calderdale District) • Sphagnum Moss Blanket Bog Restoration Project (Calderdale District) • Kirklees Renewable Energy Feasibility Study and Options Appraisal (Kirklees District) <p>Approval is sought for a change request for an additional £2,060,000 from Gainshare, to support further project development, taking the total scheme value from £960,000 to £3,020,000. Approval is also being sought to extend the delivery timescales from 31 March 2024 to 31 March 2027.</p> <p><u>Impact</u></p> <p>This scheme will look to:</p> <ul style="list-style-type: none"> • Establish and mobilise a net zero pipeline prospectus of investment and funding ready projects. • Increase investments in net zero projects in the region, supporting a green and inclusive economic recovery. • Build economic and industrial collaborations that grow the region’s green economy and deliver emissions reductions. • Position and promote the region as leading the climate and environment emergency response through demonstrable projects, creating a place where businesses want to move to and invest, and people want to live and work.
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	<ul style="list-style-type: none">• Have direct implications for inclusive growth, including those relating to fuel poverty, energy efficiency and access to green space.
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Projects in Stage 1: Assessment and Sequencing

Project Title	Housing Revenue Accelerator Fund
Stage	1 (assessment and sequencing)
Decision Point	2 (strategic outline case)

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

Background

- 4.4 This scheme will be funded from IP3 Gainshare Fund. The aims of this Portfolio are to increase the resilience of communities, accelerate and improve the quality of infrastructure and drive inclusive and sustainable growth. Housing delivery, particularly affordable and sustainable housing, is a key priority of the Combined Authority and one of the ten pledges of the Mayor: to deliver 5000 affordable and sustainable homes and as such forms a key part of the IP3 Portfolio.
- 4.5 The Leeds City Region Annual Monitoring Report (2022) shows that an average of 7,455 net additional homes have been built in West Yorkshire over the last five years including an average of 1092 affordable homes, however West Yorkshire's current annual housing need is over 9000 homes per year.
- 4.6 The Housing Accelerator Fund aims to build on the previous Housing Pipeline Revenue Fund to develop a pipeline of housing sites, that are suitable to enter the market for delivery or support the development of business cases for projects to enter capital funding programmes across West Yorkshire over a three-year period. The Housing Pipeline Revenue Fund ended in March 2023, had a total cost of £3,200,000 and supported 74 projects (plus an additional 6 related to programme management), which have the potential to develop 22,301 homes across West Yorkshire.
- 4.7 In May 2023, the West Yorkshire/Homes England Strategic Place Partnership was launched to support addressing the challenges of housing delivery. The Strategic Place Partnership will build and strengthen collaborative working across West Yorkshire and sets out an ambition to contribute towards the delivery of new homes that meet the needs of residents and communities. The

Strategic Place Partnership sets out 16 focus areas that have been identified by Local Authority Partners as key strategic housing growth and regeneration projects which have the opportunity to have a transformational impact within the region.

- 4.8 The Housing Accelerator Fund Programme will support de-risking housing growth opportunities within the focus areas. This will be achieved by:
- Providing project specific technical advice (such as feasibility studies, viability appraisals, planning advice, legal advice, preparation of business cases, market supply/ demand assessments, site investigations etc.).
 - Providing additional support at local levels where required for project management to support pipeline sites.
 - Supporting Local Authority Planning Teams with capacity and resource to aid planning processes.
- 4.9 The scheme objectives are:
- Develop the Strategic Place Partnership Focus Areas through progression of a minimum of 7 projects towards an investment ready position by March 2026.
 - Accelerate Public Sector land release through progression of a minimum of 15 public sector owned sites for housing (through obtaining planning, securing developer partners, market sales etc.) towards an investment ready position by March 2026.
 - Boost local resource and capacity to support housing pipeline development.
 - Build regional capacity to develop the scope and role of the Combined Authority in developing delivery programmes to accelerate inclusive and sustainable growth.
- 4.10 The scheme also recognises the need to support the delivery of sustainable and affordable homes across the region. The programme activities will involve testing the viability of sites against different delivery models. For example, this may include testing the impact of providing different levels of affordable homes within a project to test the impact this has upon site viability and crucially deliverability. As schemes progress into delivery this will ensure that all options have been tested in relation to optimising the number of affordable and sustainable homes which may be delivered. However, it must be noted that the number of affordable homes that are ultimately delivered on any given site are subject to agreement through the planning process and whilst the programme will seek to influence and shape this, the decision is not in direct control of the programme.
- 4.11 A summary of the scheme's business case is included in **Appendix 1**.

Outputs and Benefits

4.12 The scheme has the potential to realise the following outputs directly as a result of Housing Accelerator Fund intervention:

- Progression of 7 SPP projects towards an investment ready position by March 2026.
- Progression of 15 public sector owned sites for housing towards an investment ready position by March 2026.
- Clear requirements and next steps identified for projects supported (e.g. funding / delivery routes).
- Surveys and technical feasibility studies leading to greater understanding of barriers to development and feeding into de-risking sites and planning approvals.
- Scheme viability assessments and delivery strategies.
- Increased resourcing at local level focussed on progression of strategic housing pipeline sites through the planning process to delivery.
- Established next steps for delivery of SPP focus areas.
- Public sector land released for development (e.g. procured developer partners, land sold for housing, funding bid applications, planning determinations).

4.13 The scheme also had the opportunity to support the realisation of indirect outputs. These outputs are indirect as they are dependent on successful site delivery, and the Housing Accelerator Fund supporting the acceleration of site delivery by 3 years. It therefore must be noted that while these indirect outputs are subject to change their inclusion in the programme demonstrates value for money. The indirect outputs, subject to site delivery, are as follows:

- Supporting the accelerated delivery of 2405, including a potential 481 affordable, new homes over a 10-year period with improved associated infrastructure including highways, cycleways, and the potential for new schools through Section 106 contributions.

4.14 Benefits of the scheme are:

- To accelerate the provision of new homes across the region.
- Improved health and wellbeing for West Yorkshire residents through improved green infrastructure and active travel improvements.
- Increase in intelligence and understanding of the issues around delivery of housing sites and opportunities to take to market.
- To accelerate the transformation of our towns and cities into successful, sustainable places.
- Improvements in the design quality of new homes linked to an increase in homes constructed using low/zero carbon methods and identifying if the homes built can be built to higher energy efficiency/net zero standards.

Climate Emergency Implications

- 4.15 Due to the nature of the scheme, there will be limited direct impact in tackling the climate emergency. The programme will provide the Combined Authority with the opportunity to encourage housing projects to increase their contributions towards West Yorkshire becoming a net zero carbon economy by 2038.
- 4.16 A Stage 1 Carbon Impact Assessment has been completed. The programme will explore zero carbon development options to test the implications of carbon contributions. The current scheme will provide capacity to secure a specialist to scope the works, cost low carbon options and provide detailed site investigation works required to obtain planning consent.
- 4.17 The programme will also operate on a brownfield first approach to supporting projects. However, it is recognised that some strategically located projects are greenfield sites.

Inclusive Growth Implications

- 4.18 The scheme's inclusive growth implications include:
- A number of the projects identified are in areas of high-level deprivation with the poorest quality housing stock. A key ambition of the programme is to unlock housing development in strategic areas, promote quality homes with improved access to employment, training, and transport.

Equality and Diversity Implications

- 4.19 An Equality Impact Assessment (EqIA) has been undertaken for the scheme and equality and diversity impacts taken account of as part of the development of the scheme.
- 4.20 Each project brought forward under the programme will be assessed using a scorecard which will take into account Equality Diversity and Inclusion (EDI) related measures including considering the affordability of housing, its location, and the impact the scheme delivery could have in deprived locations in the region. The measures which projects will be scored against in relation to EDI include:
- Strategic Housing Needs Assessments demonstrating the development will meet housing need relative to local communities
 - Consideration of the average Index of Multiple Deprivation score within the proximity of the site
 - The average incomes in the locality of the site
 - Current or planned infrastructure investment (e.g. educational institutions, labour market opportunities, social community assets) of sufficient capacity or if this is addressed through planning
 - Availability of good quality public realm space in the proximity.

Consultation and Engagement

- 4.21 Due to the nature of the programme, no formal public consultation has taken place. Any scheme supported through to delivery by this programme would be required to undertake mandatory consultation as part of the planning process.
- 4.22 Engagement has been completed with the five West Yorkshire Local Authorities to develop the most favourable option for delivery. The proposed programme has also been reviewed by Place, Environment and Housing Committee for feedback to be provided. If partner councils lead on any development engagement will take place with ward members and any key stakeholders during development and throughout delivery.
- 4.23 Advice from Local Authorities will also be obtained for views of protected characteristic groups to be included throughout delivery for the types of projects that will be supported.

Risks

- 4.24 The scheme risks include:
- Local Authorities do not have sufficient resources to lead and progress project development. This is mitigated by supporting Local Authorities to provide necessary resources to advance development.
 - There is a lack of market interest in taking forward scheme delivery following revenue fund intervention due to market conditions outside the programmes control. This is mitigated by them programme team procurement of central consultancy to support the programme with commercial expertise and by undertaking market testing on sites where they are suitably progressed.
 - Further capital funding and private investment support scheme delivery is not sourced following revenue fund intervention. This is mitigating through continuous scheme monitoring by the programme team and close partnership working between the Combined Authority, Local Authority teams and Homes England to identify suitable routes for scheme delivery. It is noted that delivery will fall outside the programme timeframes and is not a direct output of the programme.

Costs

- 4.25 The total scheme costs are £3,200,000.
- 4.26 At decision point 1 (strategic assessment) £132,000 of development costs were approved.
- 4.27 The Combined Authority's contribution is £3,200,000 from the Investment Priority 3 Gainshare Fund.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
2 (strategic outline case) and 4 (full business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	12/10/2023
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Operating Officer	30/06/2026

Assurance Tolerances

Assurance tolerances
<p>Combined Authority costs remain within +10% of those outlined in this report.</p> <p>Delivery (DP5) timescales remain within +6 months of those outlined in this report.</p> <p>Outputs remain within -10% of those outlined in this report.</p>

- 4.28 This approval is the first decision point for the scheme at committee and establishes tolerances for the scheme. If these are exceeded or there is a failure to reach them throughout the lifecycle of the project the scheme will need to return to committee as outlined in the recommendations.

Appraisal Summary

- 4.29 The need for continuation of a housing revenue fund is established within the business case. It is well evidenced that potential housing sites require pre-development activities to assess their viability and maximise potential housing growth. The business case references alignment with the Combined Authority's corporate plan which has an objective to 'empowering our communities and cities to thrive', which this programme contributes towards, and the scheme supports the West Yorkshire Investment Strategy under Creating Great Place and Infrastructure.
- 4.30 The scheme aligns with the Mayoral pledge to delivery 5000 affordable and sustainable homes in West Yorkshire. The business case states that the resources provided by this scheme will enable the influence and shaping of schemes to support this pledge.
- 4.31 A land value uplift assessment has been undertaken in line with Government guidance to produce an indicative benefit cost ratio for the programme. Value for money has been assessed by dividing the net present value of the additional land value uplift against the net public sector costs. It must be noted that the benefit cost-ratio is calculated based upon the indirect outputs of the programme which are subject to change as successful site development (which is subject to capital investment) would be required for these outputs to be realised. Optimism bias has been taken into account and an indicative

benefit cost ratio (BCR) has been calculated as 1.78:1. This shows that the programme is expected to have acceptable value for money.

- 4.32 The scheme also aligns with the climate emergency priorities by supporting opportunities for energy efficient homes to be developed. It is recognised that the development of the pipeline itself will have limited contributions to the climate emergency and contributions will come from the housing developments at a later stage.
- 4.33 A number of the proposed projects are in areas of deprivation and an ambition of the housing programme is to unlock housing developments in strategic areas, promote quality homes and places with improved access to employment, training, and transport.

Recommendations

- 4.34 The Combined Authority approves that:
- (i) The Housing Accelerator Fund programme proceeds through decision point 2 (strategic outline case) and decision point 4 (full business case) and work commences on activity 5 (delivery)
 - (ii) Approval is given to the Combined Authority's contribution of £3,068,000 taking the total approval to £3,200,000. The total scheme value is £3,200,000.
 - (iii) Delegation to the Chief Executive for allocation, and any amendment of allocation, of the £3,200,000 of funding to the individual work packages along with any associated grant funding agreements.
 - (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report. Where required, any future committee level approvals are delegated to the Place, Regeneration and Housing Committee.

Projects in Stage 2: Scheme development

4.35 There are no schemes to review at this stage.

Projects in Stage 3: Delivery and Evaluation

4.36 There are no schemes to review at this stage.

5 Tackling the Climate Emergency implications

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

6 Inclusive Growth implications

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

7 Equality and Diversity implications

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

8 Financial implications

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

9 Legal implications

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

10 Staffing implications

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

11 External consultees

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

12 Recommendations (Summary)

Housing Revenue Accelerator Fund

12.1 The Combined Authority approves that:

- (i) The Housing Accelerator Fund programme proceeds through decision point 2 (strategic outline case) and decision point 4 (full business case) and work commences on activity 5 (delivery)
- (ii) Approval is given to the Combined Authority's contribution of £3,068,000 taking the total approval to £3,200,000. The total scheme value is £3,200,000.
- (iii) Delegation to the Chief Executive for allocation, and any amendment of allocation, of the £3,200,000 of funding to the individual work packages along with any associated grant funding agreements.
- (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report. Where required, any future committee level approvals are delegated to the Place, Regeneration and Housing Committee.

13 Background Documents

13.1 None as part of this report.

14 Appendices

Appendix 1 - Housing Revenue Accelerator Fund Scheme Business Case Summary

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Project Overview

Project Title	Housing Revenue Accelerator Fund
Main Funding Programme	IP3 Gainshare
Current Forecast Project cost	£3,200,000
Funding Applied for from the Combined Authority	£3,200,000

Scheme Description

The Leeds City Region Annual Monitoring Report (2022) shows that an average of 7,455 net additional homes have been built in West Yorkshire over the last five years including an average of 1092 affordable homes, however West Yorkshire's current annual housing need is over 9000 homes per year.

The Housing Accelerator Fund aims to build on the previous Housing Pipeline Revenue Fund to develop a pipeline of investment-ready housing sites across West Yorkshire over a three-year period. The Housing Pipeline Revenue Fund ended in March 2023, had a total cost of £3.2m and supported 74 projects (plus an additional six related to programme management), which have the potential to develop 22,301 homes across West Yorkshire.

Business Case Summary

Strategic Case

West Yorkshire has a current annual housing need of over 9,000 homes per year (as outlined in each of the Local Authorities' Local Plans). In 21/22 West Yorkshire delivered 7,207 homes and in the last five years, only in 2018/19 did West Yorkshire deliver over its target.

In addition, there are significant differences in housing delivery across the region, with lower value market areas compounded by viability issues struggling to deliver. This is also reflected in a lack of delivery of affordable homes to meet need across the region. For example, in 2021/22 just 1,202 affordable homes were delivered against an identified need of over 3,000 across the region.

While housing delivery is market led and predominantly led by private sector developers, the public sector has a key role to play through the planning process and master planning of key strategic housing delivery. In recent years, a lack of capacity and budget pressures facing Local Authorities has meant that strategic housing delivery has been challenging. The Housing Revenue Accelerator Fund seeks to address this by supporting Local Authority partners to develop schemes to an investment ready position where they are either suitable to enter capital funding programmes or attract private investment.

In addition, the programme will provide support for capacity within local authority teams to boost resources at a local level. The programme will also apply affordability and sustainability, recognising the Mayoral pledge to boost the delivery of affordable, sustainable homes in the region.

Economic Case

The Combined Authority has considered the long list of options available and their ability and likelihood of meeting the overall objectives of the programme. The Combined Authority has excellent working relationships with the local authority partners and knowledge of the strategic sites which they are trying to bring forward. It also has the benefit of experience from the previous accelerator programme. The strengths/advantages and the weaknesses/disadvantages of each option have been carefully considered.

Commercial Case

The programme will undertake a blend of centralised consultancy, direct recruitment, and local procurement at project levels. All procurement will be compliant with legislation.

Financial Case

The initial indicative cost for the programme is £3,200,000. Development costs of £132,000 were approved at Strategic Assessment stage to recruit a programme manager who is now in post.

Management Case

This programme will be managed by the Combined Authority. A programme team is already in post consisting of a Programme Manager directly responsible for the management of the programme including the risks, spend oversight, contract management and delivery. The programme manager will be supported by a Policy Coordinator.

This is a well-established approach that has been used through the life of the previous programme and has been refined through a lessons-learned exercise to implement the HAF programme.



Report to: West Yorkshire Combined Authority

Date: 12 October 2023

Subject: **Budget and Funding**

Director: Angela Taylor, Director, Finance and Commercial Services

Author: Angela Taylor, Director, Finance and Commercial Services

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

1. Purpose of this Report

- 1.1 To consider the wider funding landscape for local government and the implications for West Yorkshire Combined Authority.
- 1.2 To consider the reserves position.
- 1.3 To propose a refund of transport levy reserves to the constituent local authorities.

2. Information

- 2.1 Work is underway to update the in-year financial position and lead into the setting of the 2024/25 budget. Budget updates will be brought to the Combined Authority and the Finance, Resources and Corporate Committee with the final proposed budget, transport levy, reserves strategy and treasury management strategy brought to the meeting of the Combined Authority on 1 February 2024 for consideration and approval.
- 2.2 The backdrop for budget setting in local government has been challenging in recent years and this has intensified this year. Current pressures due to inflation and high demand for council services has seen many local authorities flag significant current and future expected funding deficits. Some authorities are already expected to be in a position where they need to issue formal s114 notices, while others are having to make increasingly difficult decisions to avoid this situation.

- 2.3 This situation compels all local government bodies to review their budget and available funding, ensuring all resources are focussed towards delivering agreed priorities and no stone is left unturned. A key focus of this work is ensuring reserves strategies are reflective of the current situation and that they are being used in the most effective way. Many organisations are relying on use of reserves to keep delivering services in the short term and enable time for them to reshape or cut their provision in the future.
- 2.4 The Combined Authority has, like all local government bodies, a number of unusable statutory reserves which are only available for specific limited use – this includes for example the pension reserve and capital adjustment account. The Combined Authority holds £13 million as its general reserve, with the position regarding other reserves, as approved in February 2023 by the Combined Authority, as follows:

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

- 2.5 The £2m in the transport reserve was a new reserve, approved last year by the Combined Authority. Following the audit confirmation of the figures for 2022/23 it is intended, in line with the position set out in the February 2023 budget approval, to increase the transport reserve further for use this year and next. A capital grant unapplied reserve holds grants where approvals have been made but the expenditure lags behind the receipt of the funding. The other available reserve is the West Yorkshire plus Transport Fund reserve at £53.1 million.
- 2.6 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 and fluctuations in levy funding. The WY+TF was established as part of the City Deal forerunner to the Mayoral Combined Authority and required a £230 million local contribution to match Government's £770 million. An annual contribution of £5.6 million is being transferred into this reserve each year to create a revenue sum that can meet the borrowing costs that are required to support the capital sum required of £230 million.
- 2.7 The predecessor organisation to the Combined Authority, the Passenger Transport Authority (PTA), agreed that the creation of this reserve would be the means by which the PTA and now the Combined Authority would manage the timing issues of delivery of the WY+TF and the funding available. The

intent was to deliver at pace and potentially ahead of the pace of government funding. In reality competing priorities, and the need to meet other funding deadlines, has meant the expenditure against profile is lower than originally envisaged. The earmarked reserve created has reached a higher level than anticipated, as current programme delivery costs have until now been met by the annual government funding of £30 million per annum, and no drawdown has been required.

- 2.8 The WY+TF includes City of York Council. These arrangements are covered by a separate legal agreement that ensures funding and expenditure for York's projects are ring-fenced within the programme and there is no cross subsidisation of schemes between West Yorkshire and York. CoYC is making a regular contribution to the reserve.
- 2.9 A reforecast profile of expected capital spend on the WY+TF and the resultant drawdown of the reserve required to support borrowing costs from 2024/25 onwards highlights that the current reserve could be rebased, with the continuing contributions in future years providing sufficient funding to meet expected borrowing costs in the short to medium term.
- 2.10 The balance in the WY+TF at 31 March 2023 is £53.577 million. Of this £2.428 million relates to City of York Council and is held there in line with the legal agreement entered into with it. The balance of £51.148 million represents an agreed topslice of the annual transport levy paid by the five West Yorkshire local authorities to meet the transport costs of the Combined Authority.
- 2.11 Recognising the critical funding pressures facing the five West Yorkshire local authorities this year it is proposed that the £51.148 million is refunded to them as unspent transport levy. This is a one-off opportunity arising from a unique set of circumstances that enables the West Yorkshire Combined Authority to support the local authorities in a timely way as they progress their medium term financial strategies. Provisions within the Transport Act 1968 provide for the refund of transport levy reserves to the constituent authorities.
- 2.12 If Members approve this proposal, then arrangements would be made to refund transport levy as follows:

	Population	Levy refund
Bradford	546,400	11,884,363
Calderdale	206,600	4,493,611
Kirklees	433,300	9,424,404
Leeds	812,000	17,661,242
Wakefield	353,300	7,684,380
	2,351,600	51,148,000

3. Tackling the Climate Emergency Implications

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

4. Inclusive Growth Implications

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

5. Equality and Diversity Implications

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

6. Financial Implications

6.1 They are set out in the report. Approval is sought to refunding £51.148 million of unspent transport levy to the constituent local authorities.

7. Legal Implications

7.1 The Combined Authority has power to refund unspent levy held in the West Yorkshire plus Transport Fund reserve to its constituent councils, pursuant to s.10A(1) of the Transport Act 1968.

7.2 The General Exception provisions contained in Section C of the Combined Authority's Access to Information Rules have been applied to this decision, it being impracticable to publish a Key Decision notice 28 clear days in advance. The required notices have been provided to the Chairs of the Corporate and Transport Infrastructure Scrutiny Committees, published on the website and made available for public inspection allowing 5 clear days' notice of decision.

8. Staffing Implications

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

9. External Consultees

9.1 No external consultations have been undertaken.

10. Recommendations

10.1 That the Combined Authority considers the current financial position.

10.2 That the Combined Authority approves the refund of transport levy reserves to the constituent local authorities as set out in paragraph 2.10 of this report.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

None.



Report to: West Yorkshire Combined Authority

Date: 12 October 2023

Subject: **Budget and Business Planning**

Director: Angela Taylor, Director, Finance and Commercial Services

Author: Nia Jackson-Owens, Corporate Planning and Performance Officer

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

1. Purpose of this Report

- 1.1 To update the Combined Authority on the multi-year business planning approach that has been implemented for the 2024/25 planning cycle.
- 1.2 At the time of the Combined Authority meeting, Heads of Service will be working on first drafts of the annual business plans, therefore this is a report for information.

2. Information

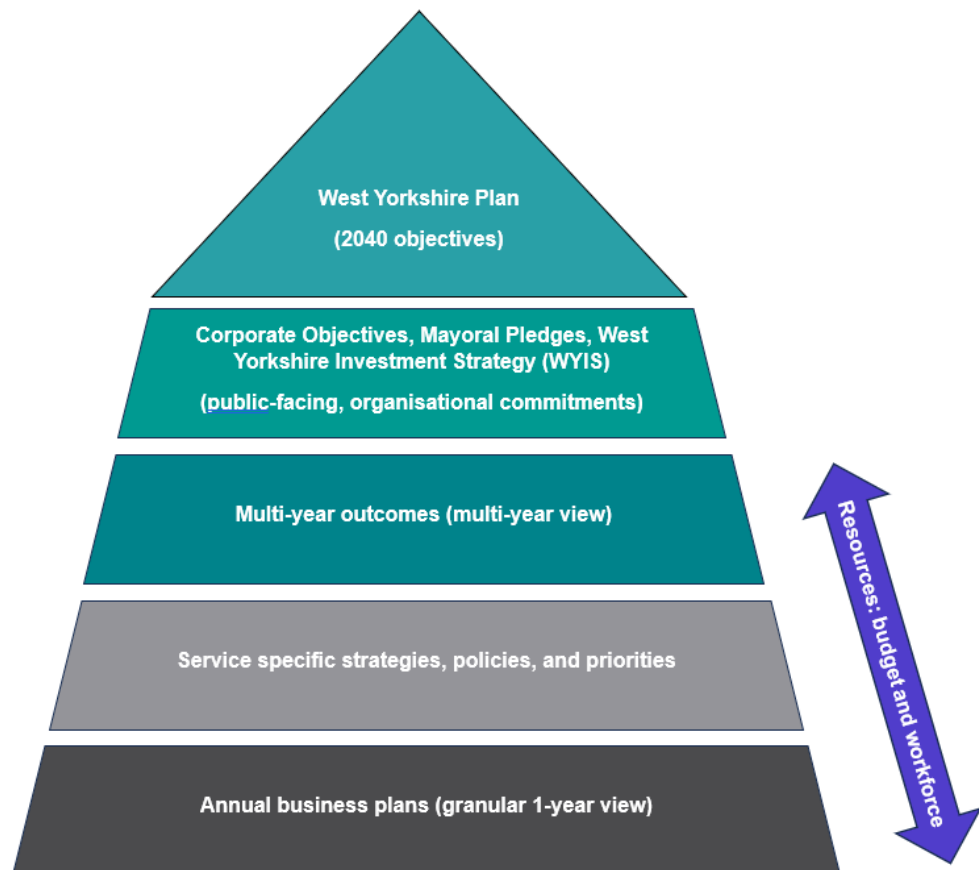
Multi-Year Budget and Business Planning

Background

- 2.1 Launched in June this year, the West Yorkshire Plan sets out a vision and five missions which are collectively owned by the Combined Authority and the five Local Authority partners; together they are working to ensure that West Yorkshire is a prosperous, happy, well-connected, sustainable, and safe place by 2040. The role of the Combined Authority in the West Yorkshire Plan is twofold; the organisation, with the role of Mayor, holds the power of a convening body to coordinate efforts across the partners to deliver against the Plan, whilst also holding a major delivery role through organisational strategies, programmes, and projects. To demonstrate alignment to the West Yorkshire Plan and support setting out the Combined Authority's role in

contributing to the Plan and the 5 missions, a multi-year planning process has been implemented for this year's planning cycle.

- 2.2 In previous years, business plan activities have been aligned to a corporate objective to show the impact the outcome is contributing to. In the new multi-year approach, outcomes will be set by Directors and further aligned to the missions in the West Yorkshire Plan. Ultimately, the West Yorkshire Plan missions will sit above the seven Corporate Objectives, multi-year outcomes and annual business plans, informing the overall direction of the organisation's activities. The budget process will iterate across the business planning process to support decision-making. The diagram below outlines this structure.



- 2.3 To reflect the move to an outcome-led organisation, an outcome-led approach to business planning was introduced for last year's planning cycle (2023/24). This leaned heavily on logic-modelling, with Heads of Service being asked to set outcomes for the year, detailing the outputs, activities, and inputs (resources) required to support achieving the outcomes.



- 2.4 Multi-year business planning uses this same outcome-led approach however it encourages a more 'top-down' process; Directors begin the 2024/25 planning cycle by agreeing a set of 3-year outcomes that will inform the annual Directorate business plans what impacts they need to have. In the context of this approach, the impacts are the long-term benefits that the organisation is working towards, the Corporate Objectives and ultimately the 5 missions in the West Yorkshire Plan.

Once the outcomes have been set at Director level, Heads of Service will be asked to describe 'how' the outcomes will be achieved or advanced toward in the next year, by outlining the outputs, activities, and resources (inputs) through their annual business plans.

Budget Alignment

- 2.5 A multi-year budget is integral to this process; the finance team have so-far supported Director-level discussions about the multi-year outcomes by providing budgetary information about the organisation's current position and priorities over the next 3 years. A first draft of outcomes has been set by Directors, which has initiated the annual business planning process with Heads of Service. At the time of this paper's publication, business planning will have just started, a further update will be provided to members at the early December Combined Authority meeting, with the outcome being to come to the February 2024 meeting with the multi-year outcomes and annual business plans for approval.
- 2.6 As set out in section 6 of this paper, business planning and budget setting will be aligned throughout this process. The finance team have been involved in the early stages of developing this process, and it is intended that finance business partners will be involved when teams are developing their business plans to support the planning process.

3. Tackling the Climate Emergency Implications

- 3.1 Tackling the Climate Emergency is a cross-cutting theme for the organisation, with service-level outputs and outcomes contributing to the corporate objective to build a sustainable, nature rich and carbon neutral region. With mission 4 of the West Yorkshire Plan being to create a sustainable West Yorkshire, the organisation will set out a series of multi-year outcomes to demonstrate the Combined Authority's role in achieving this.

4. Inclusive Growth Implications

- 4.1 Inclusive Growth is one of the Combined Authority's cross-cutting themes and is embedded across business plan activities, corporate objectives and in the missions of the West Yorkshire Plan (Mission 1: to create a prosperous West Yorkshire). The multi-year outcomes are aligned to the missions through the corporate objectives, therefore will promote and contribute to inclusive growth.

5. Equality and Diversity Implications

- 5.1 Equity, diversity and inclusion is a key focus and cross-cutting themes for the Combined Authority and is embedded across business plans through the inclusion of targets from the EDI Action Plan, and service level EDI targets aligned with business plan activities. Work will be carried out to understand how EDI outcomes can be integrated and embedded into organisational multi-year outcomes as the planning process develops, to ensure that the Combined Authority's EDI targets continue to be upheld and prioritised.

6. Financial Implications

- 6.1 The Director of Finance and Commercial Services and the Head of Finance have been involved with the development of this multi-year process to ensure that both the budget and business planning timelines align. The budget is an integral part of the planning process, with the finance team providing budgetary information that initiated discussions on the multi-year outcomes in September, prior to the business planning templates being sent to Heads of Service.
- 6.2 The budget has also influenced the period that multi-year outcomes will be set. A 3-year period has been agreed due to it being difficult to make any meaningful and specific financial predictions beyond 3 years.

7. Legal Implications

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

8. Staffing Implications

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

9. External Consultees

- 9.1 No external consultations have been undertaken.

10. Recommendations

- 10.1 That the board notes the multi-year approach that is being implemented from the 2024/25 planning period.

11. Background Documents

[The West Yorkshire Plan](#)

12. Appendices

None.



Report to: West Yorkshire Combined Authority

Date: 12 October 2023

Subject: **Committee Governance**

Director: Alan Reiss, Chief Operating Officer

Author: Angie Shearon, Governance Services Manager

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

1. Purpose of this Report

- 1.1 To consider a recommendation to appoint an advisory (non-voting) representative of the NHS West Yorkshire Integrated Care Board onto the Climate, Energy & Environment Committee.
- 1.2 To consider membership of the Finance, Resources & Corporate Committee.
- 1.3 To approve a change in nomination from Calderdale Council to the Economy Scrutiny Committee.

2. Information

NHS Advisory Representation – Climate, Energy & Environment Committee

- 2.1 The Combined Authority currently appoints several non-voting advisory representatives to its thematic decision-making committees to draw in specific areas of expertise and knowledge. The Chair, Lead Director and officers supporting the Climate, Energy & Environment Committee have considered the benefits of inviting a representative from the NHS to join the Committee.
- 2.2 The NHS is a significant source, both directly and indirectly, of emissions in West Yorkshire. As such the reduction of NHS related emissions will have a large bearing on whether West Yorkshire is able to meet its net zero target.

- 2.3 To date the NHS has only previously been represented on the Climate, Energy & Environment Committee through NHS Digital. However, there has been an absence of representation from NHS Digital since 2022.
- 2.4 Relationships between the Combined Authority and NHS have been strengthened through the [signing of a Partnership Agreement](#) between the Combined Authority and NHS West Yorkshire Integrated Care Board (ICB). The Partnership Agreement sets out both organisations' shared commitment to working together on the factors that affect population health – fair economic growth, climate, and tackling inequality and commits both organisations to collectively mitigate the health impacts of the climate emergency and to maximise the regional contribution to tackling climate change.
- 2.5 In tandem with signing up to the Partnership Agreement, the Combined Authority approved the appointment of a member of the NHS WY Integrated Care Board to the Combined Authority's Place, Regeneration and Housing Committee. This reflects the overlap between the NGS, ICB and Combined Authority's work in this area. It is proposed that a similar arrangement be implemented for the Climate, Energy & Environment Committee to strengthen our partnership working.
- 2.6 The involvement of the NHS / ICB would be twofold:
- To provide an overview of activity being undertaken by the NHS to address the climate change and to understand any synergies between its work and that of the Combined Authority; and
 - To ensure the health implications of activity overseen by the Committee are fully considered.
- 2.7 It is therefore recommended that the Combined Authority approve the appointment of a non-voting advisory representative of the NHS to the Climate, Energy & Environment Committee.

Finance, Resources & Corporate Committee membership

- 2.8 The remit of the Finance, Resources & Corporate Committee is to carry out functions relating to matters of finance, corporate and resourcing including advising the Combined Authority on the budget, setting the levy, and oversight of the Leeds City Region Assurance Framework. The membership of the Committee currently comprises the Mayor, the local authority appointed Combined Authority members and a LEP member.
- 2.9 Prior to standing down at the end of his term of office in June 2022, the former LEP Chair attended the Finance, Resources & Corporate Committee providing valuable financial and business expertise and advice. Since that time, the Committee has been without a member with such experience and knowledge.
- 2.10 The Combined Authority are therefore asked to consider the co-option of an independent member to the Committee with experience and expertise in

matters of corporate and financial performance and controls to provide valuable check and challenge to the Committee.

- 2.11 It is appropriate to consider remuneration for the role in line with remuneration paid to the independent members of the Governance & Audit Committee. In recognition of the time commitment required to attend meetings, read and research papers, and provide expert knowledge and advice to the Committee it is recommended that remuneration be set at £1,000 per annum (at a rate of £250 per day for 4 days work).
- 2.12 If the Combined Authority agree to the proposal, open recruitment will commence with a view to bringing a paper back to the Combined Authority in December with a recommendation for appointment. The timeline would enable appointment in time for the successful candidate to attend the January 2024 meeting of the Finance, Resources & Corporate Committee.

Calderdale Council – change in nomination to Economy Scrutiny Committee

- 2.13 Calderdale Council have provided formal notification of a change in nomination which the Combined Authority are asked to approve as follows:
- Councillor Peter Caffrey to replace Councillor John Ford on the Economy Scrutiny Committee.

3. Tackling the Climate Emergency Implications

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

4. Inclusive Growth Implications

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

5. Equality and Diversity Implications

- 5.1 Recruitment to all roles is undertaken in an open and transparent way in line with the principles of the Combined Authority's Equity, Diversity and Inclusion Plan.

6. Financial Implications

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

7. Legal Implications

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

8. Staffing Implications

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

9. External Consultees

9.1 No external consultations have been undertaken.

10. Recommendations

10.1 That the Combined Authority appoint a representative of the NHS West Yorkshire Integrated Care Board as a non-voting advisory representative to the Climate, Energy and Environment Committee.

10.2 That the Combined Authority consider the co-option of an independent member with appropriate financial expertise to the Finance, Resources & Corporate Committee and agree the level of remuneration for the role.

10.3 That, subject to agreement of recommendation 10.2 above, an open recruitment campaign be commenced with a view to bringing back a recommendation for appointment to the Combined Authority meeting in December.

10.4 That the Combined Authority approve the appointment of Councillor Peter Caffrey to the Economy Scrutiny Committee replacing Councillor John Ford as set out in paragraph 2.13 above.

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

None.



Report to: West Yorkshire Combined Authority

Date: 12 October 2023

Subject: **Minutes for Information**

Director: Alan Reiss, Chief Operating Officer

Author: Ian Parr, Governance Services Officer

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

1. Purpose of this report

- 1.1 To provide Members with details of the minutes of committees and panels, or notes of informal meetings of Members, that have been published on the West Yorkshire Combined Authority's website since the last meeting.

2. Information

- 2.1 The following minutes and notes have been published on the West Yorkshire Combined Authority's website and can be accessed [here](#):

- Transport & Infrastructure Committee held on 9 March 2023.

3. Tackling the Climate Emergency Implications

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

4. Inclusive Growth Implications

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

5. Equality and Diversity Implications

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

6. Financial Implications

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

7. Legal Implications

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

8. Staffing Implications

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

9. External Consultees

9.1 No external consultations have been undertaken.

10. Recommendations

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

11. Background Documents

There are no background documents referenced in this report.

12. Appendices

None.