

## **FINANCE, RESOURCES, AND CORPORATE COMMITTEE**

**MEETING TO BE HELD AT 11.00 AM ON THURSDAY, 2 NOVEMBER  
2023 IN COMMITTEE ROOM 1, WELLINGTON HOUSE, 40-50  
WELLINGTON STREET, LEEDS**

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### **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 ITEMS - POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**
- 4. MINUTES OF THE MEETING HELD ON 7 JUNE**  
(Pages 1 - 2)
- 5. ORGANISATIONAL PERFORMANCE**  
(Pages 3 - 24)
- 6. FINANCE UPDATE**  
(Pages 25 - 36)
- 7. GATEWAY REVIEW EVALUATION**  
(Pages 37 - 48)
- 8. BUSINESS PLANNING AND BUDGETS**  
(Pages 49 - 58)

**9. RECRUITMENT OF INDEPENDENT MEMBER**

(Pages 59 - 64)

**10. PROJECT APPROVALS**

(Pages 65 - 104)

**11. AUTUMN STATEMENT 2023**

(Pages 105 - 116)

**Signed:**

A handwritten signature in black ink, appearing to be 'B. M.', with a horizontal line underneath.

**Chief Executive  
West Yorkshire Combined Authority**



**MINUTES OF THE MEETING OF THE  
FINANCE, RESOURCES, AND CORPORATE COMMITTEE  
HELD ON WEDNESDAY, 7 JUNE 2023 AT COMMITTEE ROOM 1,  
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS, LS1 2DE**

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**Present:**

Mayor Tracy Brabin (Chair)	West Yorkshire Combined Authority
Mark Roberts (Deputy Chair)	Private Sector (LEP Board)
Councillor Shabir Pandor	Kirklees Council
Councillor James Lewis	Leeds City Council
Councillor Jane Scullion	Calderdale Council
Councillor Matthew Morley (Substitute)	Wakefield Council

**In attendance:**

Alan Reiss	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority
James Nutter	West Yorkshire Combined Authority
Ben Kearns	West Yorkshire Combined Authority

**30. Apologies for absence**

Apologies had been received from Cllr Jeffery and Cllr Hinchcliffe.

**31. Declarations of Disclosable Pecuniary Interests**

There were no declarations of interests made at the meeting.

**32. Exempt Information - Possible Exclusion of the Press and Public**

There were no items that required the exemption of the press and public.

**33. Minutes of the Last Meeting held on 13 March.**

**Resolved:** That the minutes of the last meeting held on 13 March be approved.

**34. Equity, Diversity, and Inclusion**

Members considered a report that provided an overview of the Combined Authority's EDI interventions.

Members noted that the EDI plan 2022-2025 had been published. The Plan would set the direction for future action and shape a central strategic

approach and outlined targets across several areas as well as how progress would be monitored.

Members welcomed the progress made to date on EDI and the ambition set out in the report. Members discussed the importance of good data with the 2021 census highlighting the scale of the challenge.

The Committee identified the diversity of the private sector representatives across the Combined Authority's committees as a positive and that there were exemplars in the private sector on EDI which could further supplement the CA's interventions.

**Resolved:** That the Combined Authority's EDI interventions that enable the organisation to work toward achieving the EDI vision and delivering the EDI statement be noted.

### **35. Corporate Performance**

The Committee considered a report that set out the corporate KPIs the quarter 4 as well as the corporate Plan for 2023/24.

Members discussed the challenges around delivery, in particular the cost of living crisis, the increasing project delivery costs, capacity issues and skills shortages.

Members were pleased to see progress in relation to the Brownfield Housing Fund as well as the Social Housing Decarbonisation fund.

**Resolved:** That the Quarter 4 KPI results and the Corporate Plan for 2023/24 be noted.

<b>Report to:</b>	Finance, Resources, Corporate Committee
<b>Date:</b>	2 November 2023
<b>Subject:</b>	<b>Organisational Performance</b>
<b>Director:</b>	Alan Reiss, Chief Operating Officer
<b>Author:</b>	James Bingham, Corporate Planning and Performance Officer

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

## 1. Purpose of this Report

- 1.1 The purpose of this report is to provide an overview of the Q1 and Q2 corporate performance for 2023/24 in relation to the delivery of the Combined Authority's business plans. Officers are refining the presentation of this data, and the Committee's views on this are welcomed.

## 2. Information

### The West Yorkshire Plan and The Corporate Plan

- 2.1 The strategic direction for West Yorkshire is set out in the West Yorkshire Plan, launched in summer 2023. It is a key strategic document co-produced with partners. It includes five missions and associated targets to 2040 that are aspirational and represent an ultimate ambition for West Yorkshire.

- Mission 1: A prosperous West Yorkshire – an inclusive economy with well paid jobs.
- Mission 2: A happy West Yorkshire – great places and healthy communities.
- Mission 3: A well-connected West Yorkshire – a strong transport system.
- Mission 4: A sustainable West Yorkshire – making lives greener.
- Mission 5: A safe West Yorkshire – a region where everyone can flourish.

2.2 Progress against delivery of the five long term missions is monitored through the annual State of the Region report, produced and published by the Combined Authority each year since 2021. The indicators contained in State of the Region are now mapped against the five Missions contained in the West Yorkshire Plan. State of the Region provides the mechanism for reviewing progress against the Vision and Missions of the Plan. The Combined Authority works in partnership to deliver the missions set out in the West Yorkshire Plan. The Authority itself has seven objectives (seen in the table in section 2.2) from which outcomes are derived and performance measured. These are published as part of the Corporate Plan and inform the Combined Authority’s annual business planning. The relationship between the West Yorkshire Plan and the Corporate Plan can be shown as follows:



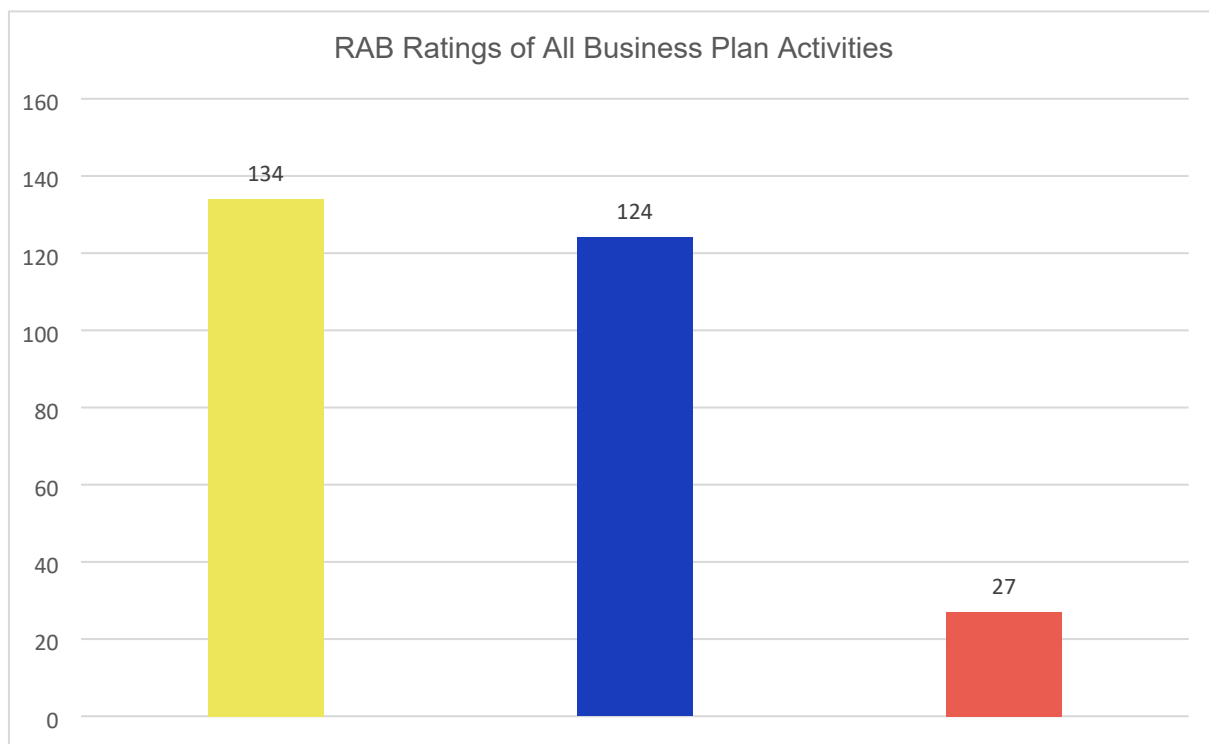
2.3 The corporate performance monitoring strategy considers the performance of business plan activities from across the Combined Authority and supports the delivery of the seven corporate objectives. All 285 business plan outcomes are linked to one or more of the seven corporate objectives and are RAB rated each month based on current performance. These individual RAB ratings are then collated and used to understand how the Combined Authority is performing against the corporate objectives. As well as presenting this information on a quarterly basis to FRCC, this information is also widely used across the organisation and is presented to a range of internal boards. For example, a monthly performance report is presented to the combined authorities senior management team. This is done to highlight key issues and risks to allow decision makers to address them and improve performance of the organisation overall. This allows regular monitoring and intervention of business plan outcomes and helps the combined authority achieve its corporate objectives.

2.4 The current performance of the seven corporate objectives and the business plan activity RAB ratings can be seen in the tables below. Following the first quarterly report on corporate performance two objectives have been further developed for the purpose of more accurate reporting, “Organisational Improvement” and “Cross Cutting Impacts”. Organisational Improvement relates to specific internal projects to improve the organisation, for example the development of the new HR and Finance system CiAnywhere. Cross Cutting Impacts relates to a business plan activity that impacts all 7 corporate objectives equally for example the development of local partnerships.

### Q1 and Q2 RAB Ratings of Corporate Objectives

OBJECTIVE	RAB Q1	RAB Q2
Building a sustainable, nature rich and carbon neutral region		↔
Championing culture, sport and creativity		↔
Creating an accessible, clean and customer focussed transport system		↔
Driving economic growth and innovation to enable good jobs		↓
Empowering our communities, towns and cities to thrive		↔
Enabling a diverse, skilled workforce and accessible learning for all		↔
Supporting community safety and accountable, proactive policing		↔
Organisational Improvement	n/a	
Cross Cutting Impacts	n/a	

KEY	
	Is expected to be fully delivered or exceed targets by the end of 2023/24
	Is expected to be at least partially delivered by the end of 2023/24
	Is at risk of not being delivered by the end of 2023/24
↑	Performance has improved
↔	There is no change in performance projection
↓	Performance has slowed



- 2.5 The table above shows the RAB ratings of all 285 West Yorkshire Combined Authority business plan outcomes.
- 2.6 Of the 285 business plan activities, 124 have been rated as on track to be achieved or exceed target. A selection of the most notable achievements are highlighted below.
- 2.7 **Outcome** – Business Productivity Programme - 100 businesses improve their productivity by investing in new advanced technology & equipment, creating new jobs, and upskilling existing ones and building positive working cultures.  
**Current Status** – Programme launched in March 2023. Since then, 173 enquiries have been received, and 117 businesses onboarded to the advisory element of the programme delivered by Exemplas. 40 referrals have been made for grant support, with 15 applications received (total grant request £533,895), with 9 approvals made and grants totalling £332,106 offered. A first payment of £37,445 was made in early September 2023.
- 2.8 **Outcome** – Enterprise West Yorkshire - Anyone in West Yorkshire with the ambition to start and grow a business can access support and guidance (500 in-year), irrespective of their background, the growth potential of the enterprise or the sector in which it will operate.  
**Current Status** – 150 businesses supported through Start Up Manager. 313 businesses supported through Start Up West Yorkshire. 11 businesses supported through Adventure. 66.7% Female 39.4% BAME 13.2% Disability



- 2.9 **Outcome** – Business Sustainability Programme - 150 businesses in West Yorkshire are supported to reduce carbon emissions, implement energy efficiency measures, mitigate flood risks or adopt active & sustainable travel activities.  
**Current Status** – Full launch took place at the start of July, aligned to Yorkshire Sustainability Week. 145 businesses supported. 47 businesses with intensive assists.
- 2.10 **Outcome** – Delivery of Capital Project at Halifax - This is a brand new bus station and will raise the bar in customer experience and safety for public transport users.  
**Current Performance** – Following a successful site safety tour and inspection, Halifax bus station stands K-U will open to the public for operation use on 1st October 2023. Works will now focus on the next phase to complete stand A-J and fully deliver a new completed bus station. The station provides commercial retail and office units that will increase revenue income to the Combined Authority.
- 2.11 **Outcome** – Adopt a Passenger Charter - In order to make a clear offer to customers, ensure consistency for all bus users and to ensure consistency and transparency are at the heart of service delivery.  
**Current Status** – Delivered. Monitoring and reporting of KPIs ongoing via Bus Alliance Operational Board.
- 2.12 27 business plan outcomes across the organisation have been rated as ‘red’ (at risk of not being delivered), the common reasons behind this are:
- Current staff capacity
  - Unable to recruit to vacancies.
  - Insufficient resource to manage competing priorities.
- 2.13 Specific business plans outcomes that have been rated as at risk of not being delivered are discussed below.
- 2.14 **Outcome** – Accelerate the renewal of our bus fleet utilising zero emission vehicles.  
**Current Status** – There will be a delay in delivery of all Zero Emission Buses (zebs) in 23/24 that was set out at the beginning of the year. Within 23/24 the Combined Authority will deliver 57 zebs via First Bus at Bramley Depot. There has been an approved time extension from DfT for the 47 zebs being delivered via Arriva and also a time extension for 15 of the 32 zebs being delivered via Transdev. The team is looking to reallocate the remaining 17 zebs that Transdev can now no longer deliver to potentially deliver via an alternative operator in 24/25. (To note the overall number of zebs in the programme has increased to 136, but delays mean these will be delivered over 23/24 and 24/25). Charging infrastructure will be delivered at First Bramley Depot in 23/24, with charging infrastructure delivered at Arriva’s Barnsley Road Depot and TDV Keighley Depot in 24/25.
- 2.15 **Outcome** – West Yorkshire Innovation Support Programme.  
**Current Status** – Grant schemes to launch in September are now delayed until posts are filled from previous programme which had become vacant.

- 2.16 **Outcome** – Review the purpose and operating model for AccessBus ahead of key decisions regarding fleet renewal.  
**Current Status** – A report to review the purpose and operating model for AccessBus is scheduled for the next meeting of the Transport Board on the 7th November 2023. Following this meeting a report will be sent to the Combined Authority’s Internal Leadership Board to present options for further extension of current contracts with TLC Travel to give sufficient time for the fleet replacement to take place.
- 2.17 **Outcome** – Transform the approach to corporate marketing and communications through a refreshed approach to brand management, colleague communications, market research, and events.  
**Current Status** – The brand review was a success and is rolling out from w/c 2nd October. However, there are ongoing pressures on the corporate marketing and comms team due to timing of other major projects such as Ci Anywhere, all colleague event and awards, relaunch of EEP, Gateway Review, State of the region, colleague survey and continuing change comms / culture campaigns. It is the busiest time of year for the Design team, meaning more tasks have gone to external agencies.
- 2.18 **Outcome** – Managers can be empowered and held to account for robust financial management. Improved information for decision-makers.  
**Current Status** – CiAnywhere is being implemented from November 2023. Training documentation and delivery timelines to be reviewed and further developed/updated in conjunction with CiAnywhere implementation. Work underway to re-set core reporting timetables.
- 2.19 **Outcome** – Develop, deliver and maintain websites for the Combined Authority and associated brands.  
**Current Status** – The web team is still under-resourced. Work is ongoing to explore how to resource the redevelopment of our websites. The team's capacity is stretched due to the high volume of demand for new websites and products from across the Combined Authority.

### **Corporate Plan Targets**

- 2.20 During the creating of the West Yorkshire Combined Authority Corporate Plan 2023-24, specific business plan activities were identified as quantifiable that would help measure progress against the corporate objectives. Further information about these 34 targets can be found in **appendix 2** of the report. These targets are monitored on a monthly basis through the regular collection of data and relating them back to achieving the corporate objectives. Below is a table that shows each of the RAB ratings for those 34 corporate plan targets against the corporate objectives.



2.21 Of the 34 targets, 9 are currently rated as achieving or exceeding target, details of notable mentions are outlined below.

2.22 **Outcome** – Deliver 85% of MCard sales by mobile app (2023-24 target).  
**Current Performance** – Increase in use from 83% to 87% to date with further growth anticipated. New user interface due to be launched shortly. Further journey planner and Real Time Information integration planned by Yorcard.

2.23 **Outcome** – Complete 10 projects to promote more sustainable transport options, completed in 2023-24 period.  
**Current Performance** – 11 projects completed or on track to be completed in 2023/24.

- 5 West Yorkshire Transport Fund - A62 Smart Corridor (Kirklees), Dyneley Arms (Leeds), Armley Gyratory (Phase 1), City Square Leeds, Fink Hill Leeds, Great Horton Road / Horton Grange Road Bradford, Newton Bar Wakefield.
- 1 City Region Sustainable Transport Settlement – Thirsk Row / King Street Bus Gate/Access.
- 5 Transforming Cities Fund – Tadcaster Road, Leeds City Bikes, Halifax Bus Station, White Rose Station, Leeds City Centre Cycling

2.24 **Outcome** – Support 3,000 businesses to grow and become more resilient.  
**Current Performance** – Good progress made on the infrastructure to support the evolution of the Growth Service. Department for Business and Trade funding has been secured. Over 1,300 businesses have been supported including 381 that have received intensive support (advice and/or financial assistance).

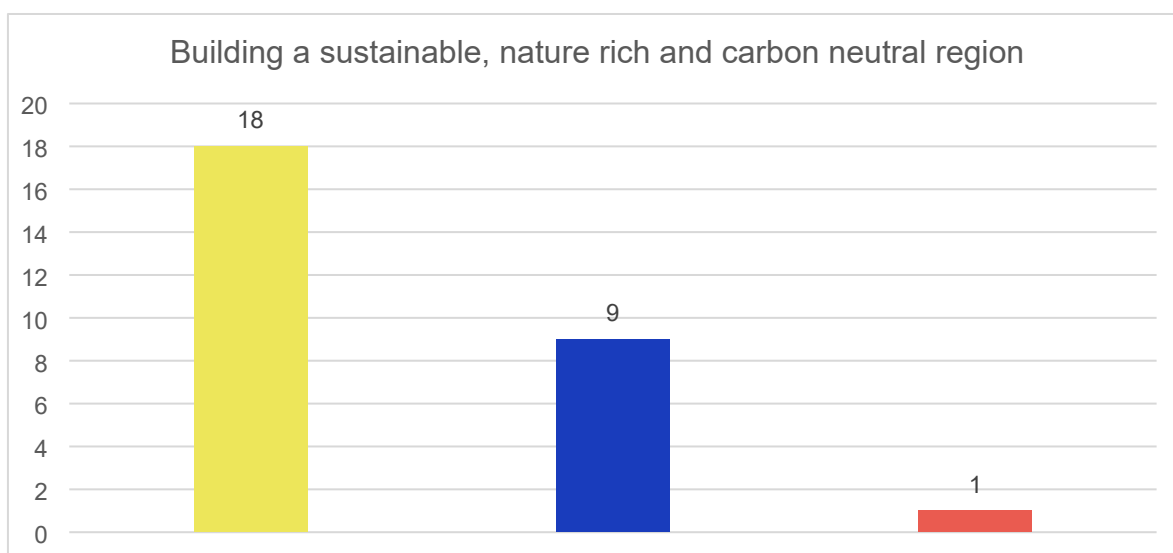
- 2.25 **Outcome** – Support 500 start-up / early-stage enterprises.  
**Current Performance** – 356 businesses have been supported to start a new business or to grow a business less than 3 years old. 111 businesses have received support from a Start-Up Manager, 234 businesses have received support from Start-Up West Yorkshire and 11 businesses have received support from Adventure.
- 2.26 **Outcome** – Commission targeted services to increase community safety and support victims and witnesses of crime, this Mayoral term.  
**Current Performance** – Work continues to deliver against 10 different funding streams totalling £16.5m funding 90 different organisations (2022-23). The Mayor has agreed to participate in a 12-month pilot to deliver immediate justice for anti-social behaviour funded with £1m from the Department of Levelling-up and Communities/Home Office, effective from July 2023.
- 2.27 **Outcome** – Advice and training for 20 ‘creative’ mentees  
**Current Performance** – The Mentoring scheme, Next Level, has supported 20 individuals/mentees working in mid-level roles in TV production and Games looking to progress to a more senior position in the industry. Screen Yorkshire delivered this in partnership with Game Republic. Phase 2, ‘Next Level’ ran to May 2023 and mentees each got a career action plan, a minimum number of hours of support delivered to them and this included training sessions, seminars and workshops to help them develop key skills as well as networking and industry specific events.
- 2.28 **Outcome** – 30 ‘creative’ businesses to be provided with export support.  
**Current Performance** – Export Labs was delivered to 29 businesses (one business dropped out) from the wider creative industries including TV, Games, Arts and Culture and included a blended, bespoke and intensive export programme to help them generate income revenues from the highly profitable export markets and assist them with exporting their content internationally.
- 2.29 Of the 34 targets, three currently have a red RAB rating. One of these targets relates to zero emission vehicles already discussed in section 2.7. The details of the remaining two targets are outlined below.
- 2.30 **Target** – 100% bus services to accept contactless and mobile app payment (Tap and Cap) by Q3 of 2023-24.  
**Current Performance** – Now following Project Coral, which is a DfT/operator-led national initiative, i.e., outside of the control of the Combined Authority. As a result, it has been agreed by the Combined Authority’s Internal Leadership Board that this business plan outcome is to be removed from the 2023-24 business plans and will no longer be monitored. As this outcome is now following the national project timeline, it is likely that not all buses in West Yorkshire will have tap and cap by Q3 of 2023/24.

2.31 **Target** – 5,000 affordable and sustainable homes delivered over the course of the Mayoral term.

**Current Performance** – Work has been undertaken to look at options to accelerate delivery. It's recognised that there won't be updated national delivery figures until November 2023.

### 3. Tackling the Climate Emergency Implications

3.1 One of the Combined Authority's corporate objectives is aimed at tackling the climate emergency, "Building a sustainable, nature rich and carbon neutral region". 28 business plan activities contribute towards achieving this objective. The RAB ratings are shown in the table below.



3.2 Overall, this area is performing well with only one business plan activity associated with achieving this objective being rated as red. This business plan activity is associated with the delivery of Zero Emission Busses which has already been explained in section 2.5.

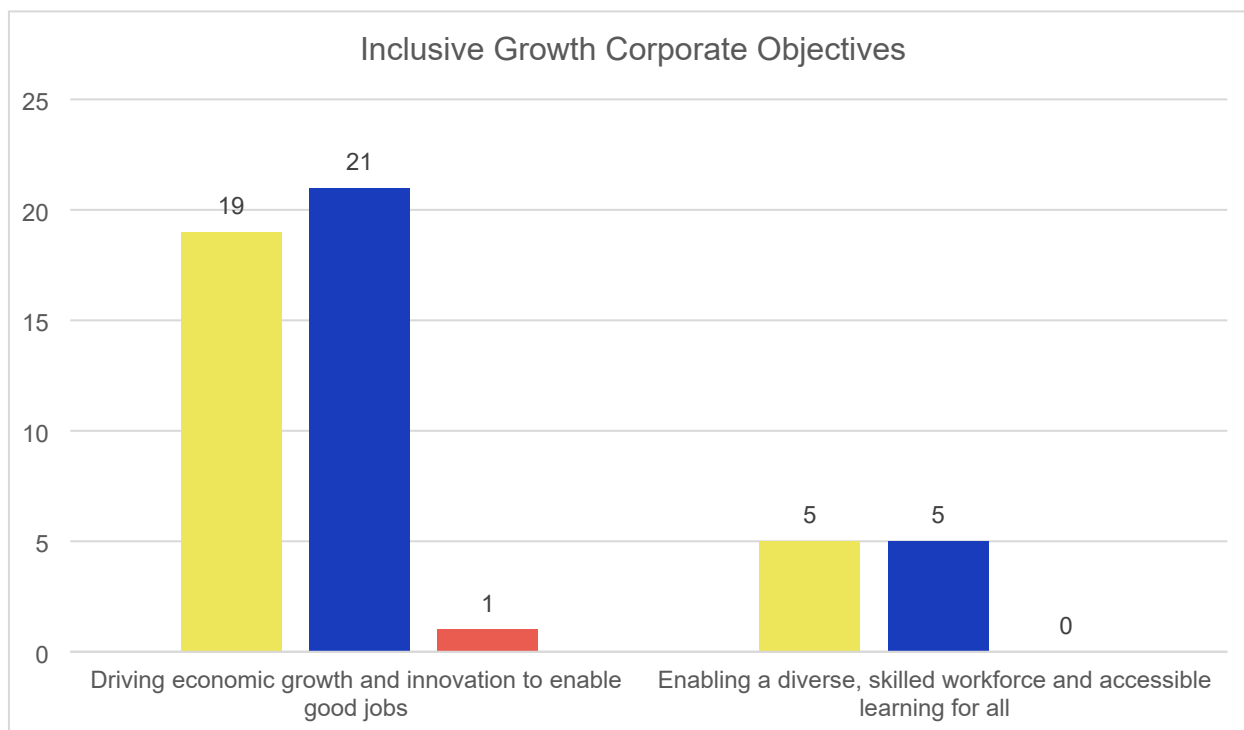
3.3 Of the nine business plan activities currently rated as meeting or exceeding target, the most notable successes are outlined below.

3.4 **Outcome** – Ensure the highway network is well maintained and supports safe roads, active travel, public transport journey reliability and improved customer experience.  
**Current Status** – Two Strategic Outline Cases approved at Combined Authority (City Region Sustainable Transport Settlement (CRSTS) Asset Management and CRSTS Safe Roads). One Strategic Outline Case approved at Programme Appraisal Team (CRSTS Network Management).

- 3.5 **Outcome** – Enhance carbon reduction benefits in the Transforming Cities Fund programme by providing funding for additional measures to reduce carbon impact, including delivering EV charging, solar panels, green roof installation, e-bike hire scheme.  
**Current Status** – Following the 2022 inflation review, the funding from this programme to support the now pipelined Halifax Station Gateway has been reallocated to support other carbon saving measures on Transforming Cities Fund/ Combined Authority assets schemes.
- 3.6 **Outcome** – Reduction in carbon and energy emissions from Combined Authority facilities and assets.  
**Current Status** – Egg have been appointed as contractors for delivery of works. Value engineering works underway to feed into final delivery programme. To be completed by Spring 2024.
- 3.7 **Outcome** – Increasing the resilience of communities in West Yorkshire, with a focus on ensuring that interventions support our most excluded and deprived groups and communities. Specifically aligned to State of the Region outcomes develop policies and programmes that enable: a reduction in fuel poverty, an increase in provision of affordable, energy-efficient homes, CO2 emissions reductions; a reduction in premises at risk of flooding, increased access to green and blue infrastructure.  
**Current Status** – Better Homes Hub Client Side support in place, priority Task Orders being drafted (priorities are delivery models for the One Stop Shop and the long-term strategy). Business case submitted on the low cost retrofit loan for internal assurance. New energy efficiency framework in place. Officer now in post leading on the pathways and climate plan update, draft brief in development.

#### 4. Inclusive Growth Implications

- 4.1 Two of the Combined Authority’s corporate objectives relate to inclusive growth; ‘Enabling a diverse, skilled workforce and accessible learning for all’, and “Driving economic growth and innovation to enable good jobs.” 51 business plan activities that are monitored contribute to achieving these objectives. The RAB ratings of these activities are shown in the table below.



- 4.2 Overall, this area is performing well, only one business plan activity associated with achieving these corporate objectives has been rated as red. This business plan activity is associated with the West Yorkshire Innovation Support Programme, and a delay in grant schemes being launched in September until new posts are in place.
- 4.3 Of the 26 business plan activities currently rated as meeting or exceeding target, the most notable successes are outlined below.
- 4.4 **Outcome** – West Yorkshire SME Investment Fund - 4 SMEs in West Yorkshire access substantial investment finance to boost growth, create jobs (circa 40 committed) and reduce emissions. The access to finance offers in the region is strengthened with an additional option available to both end-users and co-investors.  
**Current Status** – 3 investments from the fund so far, with a total investment of £4.43m. 3 jobs created, and 21 jobs safeguarded from first investment.
- 4.5 **Outcome** – Rural Development Fund - capital grants of up to £50k for rural SMEs to diversify and improve productivity.  
**Current Status** – 9 applications received, 4 approved (total value £140,029), 3 payments totalling £44,130 made.
- 4.6 **Outcome** – Employers supported to engage with education and training to create a pipeline of talent and encourage the take-up of inclusive recruitment practices. Increase in number of employers engaging with education. Reduction in hard-to-fill vacancies.  
**Current Status** – Education and Skills projects completed:  
 Cumulative Target - 55,

Cumulative Actual – 62,  
Performance % - 113%.

Businesses supported to engage with skills programmes:

Cumulative Target: 78

Cumulative Actual: 88

Performance %: 113%"

4.7 **Outcome** – Support adults to access employment, self-employment, and training, and to progress in work, targeting support at the most disadvantaged and marginalised groups in the region, including prison-leavers.

**Current Performance** – Adults supported to upskill and retrain:

Cumulative Target: 17,518

Cumulative Actual: 17,253

Cumulative Performance: 98%

4.8 **Outcome** – Improve the quality of careers advice in schools, with a positive impact on the career destinations of our most disadvantaged young people.

**Current Performance** – Schools making progress in the delivery of quality careers education:

Cumulative Target: 45

Cumulative Actual: 86

Cumulative Performance: 191%

4.9 **Outcome** – Support people of all ages to understand the career opportunities available to them in West Yorkshire.

**Current Performance** – Futuregoals website views:

Cumulative Target: 1,250,000 views

Cumulative Actual: 2,022,589 views

Cumulative Performance: 162%

## 5. Equality and Diversity Implications

5.1. In 2023 the Combined Authority published its ambitious EDI Plan with a vision of being a national leader in this space. This plan is grounded in five priorities which are underpinned by 14 aspirational targets (shown in appendix 1) by which organisational progress is measured:

- Embed equity, diversity and inclusion.
- Equity, diversity and inclusion foundations.
- Ensure our workforce reflects the diversity of West Yorkshire.
- Consult and engage with our people, communities and businesses to understand their diverse needs and ensure our services meet their needs.
- Champion equity, diversity and inclusion externally and develop an excellent regional and national reputation.



- 5.2 June 2023 was the first month in which EDI targets formed part of corporate reporting. Information was originally collected through directorate management teams. However, following a meeting of the newly established EDI Performance and Oversight board (an internal board chaired by the Chief Operating Officer), it was decided that it would be more efficient to collect performance data on the 14 EDI targets from other areas of the organisation.
- 5.3 A task and finish group was established to identify the most appropriate areas of the organisation to collect performance information to ensure accuracy in the performance data.
- 5.4 As a result of this task and finish group, EDI target performance information will be collected from a range of sources throughout the organisation such as corporate centre teams, committees, and individual members of staff.
- 5.5 A report on the performance of the 14 EDI targets is currently being drafted utilising this new data source information and is due to be presented at the next meeting of the EDI performance and oversight board on 24 November. This EDI target performance report will be submitted as part of the Q3 Corporate Performance Report to the next meeting of FRCC on 18 January.

## **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. A key theme that has been identified for business plan activities being at risk of not delivered is staffing resource. Of all business plan activities that are currently rated as red, 41% (11 activities) have identified staffing resource as a key issue.

## **9. External Consultees**

- 9.1. No external consultations have been undertaken.

## **10. Recommendations**

- 10.1. That the Committee considers the Q2 corporate performance results for 2023/24 and provides feedback on the presentation of data.

## **11. Background Documents**

There are no background documents referenced in this report.

## **12. Appendices**

Appendix 1 – EDI Plan Targets

Appendix 2 – Corporate Plan Targets

## Appendix 1 – EDI Plan Targets

PRIORITY	EDI PLAN TARGETS	PROGRESS
1	100% of strategies, policies and plans have EDI embedded.	↔
	All business plans and budgets include targeted recruitment and diversity actions specific to the department to enable corporate aims to be met.	↔
	All policies, strategies and plans developed by the Combined Authority will have a completed equality impact assessment which pro-actively examines and evaluates all of the protected characteristics.	↔
	By 2024, 100% of scheme equality impact assessments are quality checked when they come through the Combined Authority Assurance Framework by 2028.	↔
2	Mean gender pay gap reduced by minimum of 0.5 percentage point	n/a
	The mean ethnicity pay gap reduced by minimum of 2 percentage points	n/a
3	100% of employees complete their EDI monitoring information on new ICS system (including prefer not to say) – excluding people on maternity leave and long-term sickness – 2024.	n/a
	100% of all new role profiles include EDI requirements	↔
	100% employees complete IHasco mandatory EDI and unconscious bias training	↔
	Over 75% of employees complete the optional EDI IHasco units	↔
	100% of SMT complete EqIA training	↔
	100% of interviews include an equity, diversity, and inclusion question in the set of interview questions.	↔
	100% of applications are anonymised before sifting	↔
	100% of staff complete the Indiverse training	↔

KEY	
	Is expected to be fully delivered or exceed targets by the end of 2023/24
	Is expected to be at least partially delivered by the end of 2023/24
	Is at risk of not being delivered by the end of 2023/24
↑	Performance has improved
↔	There is no change in performance projection
↓	Performance has slowed

Appendix 2 – Corporate Plan Targets

EMPOWERING OUR COMMUNITIES, TOWNS AND CITIES TO THRIVE					
OUTPUTS	PROGRESS TO DATE (NUMBER)	PROJECTION FOR 2023 (NUMBER)	DIRECTOR	NARRATIVE	RATING
1,000 new homes on brownfield land by 31 <sup>st</sup> March 2024	201	1863	Director of Policing, Environment and Place	Business Cases in development: 3 FBCs approved at Combined Authority in September: 864 homes, including 202 affordable homes, £10.45m investment. 1 further business case pending CX approval.  Whilst there is good progress on the numbers from the business case approvals, the remaining pipeline is fluctuating weekly, so the delivery of the remaining business plan target & DLUHC spend target is extremely challenging. Capacity issues: additional support being provided by Cushman & Wakefield under framework contract appointment.	↑
5,000 affordable and sustainable homes delivered over the course of the Mayoral term	Update available in November	Forecast figures for 2023/24 are too uncertain due to rising costs and interest rates to rely upon	Director of Policing, Environment and Place	Work has been undertaken to look at options to accelerate delivery. It's recognised that there won't be updated national delivery figures until November 2023. The forecast figures for 2023/24 are uncertain due to rising costs and interest rates, forecasts are particularly uncertain in the current market conditions.	↔
BUILDING A SUSTAINABLE, NATURE RICH AND CARBON NEUTRAL REGION					
Save 300 tonnes of CO2 this year as part of our commitment to Net Zero by 2038	0 (48t approved)	300t	Director of Inclusive Economy, Skills and Culture	Business Sustainability Programme – we aim to support 150 businesses in WY to reduce carbon emissions, implement energy efficiency measures, mitigate flood risks or adopt active & sustainable travel activities. Full launch took place at the start of July, aligned to Yorkshire Sustainability Week.  Strong interest in the support on offer with almost 150 businesses already engaged since April. 144 businesses supported 34 businesses with intensive assists.	↔
Generate 300,000 kWh of renewable energy this year	0 (372,743 kWh approved)	372,743 kWh	Director of Inclusive Economy, Skills and Culture		↔
Support 50 SMEs to embed sustainable travel this year	0	0	Interim Director Passenger Experience and Assets	The Travel Plan Network transferred to Transport Operations and Passenger Experience from June 2023 with a realigned approach to businesses in line with it's current funding through the Bus Service Improvement Plan. The team transferred over with 4 vacancies and approval hasn't been given so work has mainly been reactive rather than proactive.	↔
Create 1,000 green jobs over the Mayoral term	256	1,000	Director of Inclusive Economy, Skills and Culture	256 green jobs have been created to date. This work will continue within the new Skills Support for Business project. Green Jobs Taskforce dinner planned at House of Lords - possibly press opportunity. New digital/green/skills support for businesses programme fully consulted on and approved via CA to deliver priorities of DSP and Green Jobs Taskforce. Developing spec's for UKSPF. Policy work to develop employment support blueprint and careers strategy underway. Identifying opportunities to influence government through this work and position CA as thought-leaders.	↔

Install solar PV at 7 bus stations this year to contribute to our target to reduce carbon emissions by 10%	0	7	Director of Transport Policy and Delivery	Contract awarded for delivery of solar PV at 7 bus stations, and all programmed for completion before end of March 24. Locations are Batley, Cleckheaton, Ossett, Brighouse, Castleford, Keighley and Bradford Interchange. Scheme contributes to overall aims around carbon reduction with an estimated 239 tonnes of net carbon saved over 25 years and circa £1.6M energy cost savings over the same period.	↑
Deliver 111 zero emission buses (zeb) and charging at 3 bus depots this year	0	57	Director of Transport Policy and Delivery	We will not deliver all ZEBs in 23/24. Within 23/24 we will deliver 57 ZEBs via First Bus at Bramley Depot. We have an approved time extension from DfT for the 47 ZEBs being delivered via Arriva and also a time extension for 15 of the 32 ZEBs being delivered via Transdev. We are looking to reallocate the remaining 17 ZEBs that Transdev can now no longer deliver to potentially deliver via an alternative operator in 24/25. (to note the overall number of ZEBs in the programme has increased to 136, but delays mean these will be delivered over 23/24 and 24/25). Charging infrastructure will be delivered at First Bramley Depot in 23/24, with charging infrastructure delivered at Arriva's Barnsley Road Depot and TDV Keighley Depot in 24/25.	↔
Commence 9 natural flood management schemes by March 2024	2	6	Director of Policing, Environment and Place	Rating: Red/Amber. Business plan KPI relates to progression of No. business cases through the Assurance Framework. Rating reflects reasonable progress to date: full approval has been given for 2 projects, and 1 more is in appraisal; 2 projects will commence on site this financial year. Other project sponsors are working through operational delivery challenges which will delay progression of further business cases. Implications: 3 business cases may not progress / need to be scaled back. Mitigation: Working with sponsors to amend scope. May need to reallocate funding across broader pipeline of projects.	↔
Deliver energy efficiency retrofit at 1,600 homes (1,786) by March 2024	SHDF1 – 137 SHDF 2 – 0 Booster – 665 Total:802	SHDF1 – 263 SHDF 2 – 500 Booster –1618 Total: 2381	Director of Policing, Environment and Place	Rating: Amber. Whilst annual KPI outputs are on track to over-deliver, there is a risk on Wave 2.1 that funding will be lost due to DESNZ changing the payment mechanism. Implications: Any grant funds not claimed this financial year cannot be transferred into next financial year – possible £2m impact; less outputs delivered across the 2.1 programme. Mitigation: A number of mitigation proposals have been forwarded to DESNZ to try to safeguard the funding and their response is awaited.	↔
<b>CREATING AN ACCESSIBLE, CLEAN AND CUSTOMER FOCUSED TRANSPORT SYSTEM</b>					
Increase bus service use to 276m journeys per year	0.5m	N/A figures Produced Annually by Government	Director of Transport Operations and Director of Passenger Experience	In respect of Mayor's Fares, report on Q1 showed a total of 7.2m customer journeys made during Q1, approaching 0.5m customer journeys made each week. Work being carried out on data from all operators to show more recent impact of the scheme.	↔
Deliver 85% of MCard sales by mobile app (2023-24 target)	87%	89%	Director of Transport Operations and Director of Passenger Experience	Increase in use from 83% to 87% to date with further growth anticipated. New user interface due to be launched shortly - further journey planner and Real Time	↔

				Information integration planned by Yorcard. Yorcard resources to deliver at pace - discussions held to confirm availability of funding	
100% bus services to accept contactless and mobile app payment (Tap and Cap) by Q3 of 2023-24	n/a	n/a	Director of Transport Operations and Director of Passenger Experience	Now following Project Coral, which is a DfT/operator-led national initiative, i.e., outside of Combined Authority control. As a result, it has been agreed by the Combined Authority's Internal Leadership Board that this business plan outcome is to be removed from the 2023-24 business plans and will no longer be monitored. As this outcome is now following the national project timeline, it is likely that all busses in West Yorkshire will not have tap and cap by Q3 of 2023/24.	
15 PCSOs supporting safer bus travel this year	6	10	Director of Transport Operations and Director of Passenger Experience	6 x PCSOs recruited - training has completed and initial PCSOs are now in post. Further intake planned once remaining applications have completed vetting etc . 16 targeted police operations in place across West Yorkshire this August from underspend of Operation Spotlight. Safe travel PCSO's booked in for the presentations to Customer Care Officers and BSM's to talk about incident reporting.	↔
Complete 10 projects to promote more sustainable transport options, completed in 2023-24 period	11	5 WYTF 1 CRSTS 5 TCF	Director of Transport Policy and Delivery	WYTF funded projects completed: A62 Smart Corridor (Kirklees), Dyneley Arms (Leeds)  WYTF funded projects to complete 23/24: Armley Gyratory (Phase 1), City Square Leeds, Fink Hill Leeds, Great Horton Road / Horton Grange Road Bradford, Newton Bar Wakefield  CRSTS funded projects to complete 23/24: Thirsk Row / King Street Bus Gate/Access  5 TCF funded projects on track to complete by end of March 2024 (Tadcaster Road, Leeds City Bikes, Halifax Bus Station, White Rose Station, Leeds City Centre Cycling).	↔
<b>SUPPORTING COMMUNITY SAFETY AND ACCOUNTABLE, PROACTIVE POLICING</b>					
Recruit 750 extra police officers and staff this Mayoral term	tbc	893	Director of Policing, Environment and Place	The Mayor continues to receive regular updates from the Chief Constable on the Police's progress in meeting this pledge, in formal accountability meetings. Whilst the number varies from day to day according to leavers and new starters, in April 2023 the Police predicted a total increase in the number of police officers/staff of 893 by April 2024 (including 15 PCSOs for the Safer Travel Project). This projection is subject to continued successful recruitment and retention. The Mayor agreed a budget realignment for 2023/24 to help to preserve frontline officer/staff numbers and has committed to maintaining the number of Police Community Support Officers at 509.	↔
Commission targeted services to increase community safety and support victims and	N/A	N/A	Director of Policing, Environment and Place	Work continues to deliver against 10 different funding streams totalling £16.5m funding 90 different organisations (2022-23). The Mayor has agreed to participate in a 12-month pilot to deliver immediate justice for anti-social behaviour funded with £1m from the Department of Levelling-up and Communities/Home Office, effective from July 2023.	↔

witnesses of crime, this Mayoral term					
Put the safety of women and girls at the heart of the Police and Crime Plan this Mayoral term	N/A	N/A	Director of Policing, Environment and Place	The Mayor and Deputy Mayor launched a new Behaviour Change campaign in September aimed at tackling everyday harassment and inappropriate male behaviour towards women and girls'. The Mayor has agreed to establish a dedicated Women's Safety Unit in West Yorkshire as a 12-month pilot, working with Baroness Louise Casey. This is a collaboration between the Violence Reduction Partnership, Policing and Crime Team and West Yorkshire Police to support the delivery of the Strategic Policing Requirement relating to Violence against Women and Girls (VAWG) and the Mayor's Police and Crime Plan.	↔
Reach 5,000 young people to reduce violence (in 2023-24)	Q1 2385 Q2 TBC Nov	5,000	Director of Policing, Environment and Place	For Q1 of 2358 Young People	↔
<b>CHAMPIONING CULTURE, SPORT, AND CREATIVITY</b>					
Advice and training from 20 'creative' mentees (by Summer 23)	20	20	Director of Inclusive Economy, Skills and Culture	The Mentoring scheme, Next Level, supported individuals/mentees working in mid-level roles in TV production and Games looking to progress to a more senior position in the industry. Screen Yorkshire delivered this in partnership with Game Republic. Phase 2, 'Next Level' ran to May 2023 and mentees each got a career action plan, a minimum number of hours of support delivered to them and this included training sessions, seminars and workshops to help them develop key skills as well as networking and industry specific events.	↑
30 'creative' businesses to be provided with export support (in 2023-24 period)	29	30	Director of Inclusive Economy, Skills and Culture	Export Labs was delivered to 29 businesses (one business dropped out) from the wider creative industries including TV, Games, Arts and Culture and included a blended, bespoke and intensive export programme to help them generate income revenues from the highly profitable export markets and assist them with exporting their content internationally. A final progress report was delivered in May 2023 when the programme came to an end and this evaluated the KPIs on the scheme, including; delivering an export action plan for each participant business; targeted meetings with buyers/publishers/distributors for each participant business; in-market focused activities including MIPCOM, 'Meet the TV Distributors' market hall event and Gamescom.	↑
'Creative' event for 300 people (in 2023-24 period)	200	300	Director of Inclusive Economy, Skills and Culture	Ukrainian diaspora Eurovision event supported, May 2023: 150 People. British Urban Film Festival Gala Launch event, September 2023: 50 people. Open call for applications to Creative Collectives due to go live in Jan 23. Risk of delay due to capacity issues.	↔
72 people take part in Mayor's Screen Diversity programme (across Mayoral term)	40	80	Director of Inclusive Economy, Skills and Culture	Phase 1 (Skills Connect-funded) of MSDP now live (August 23-December 23) with a first cohort of 40 participants in training. Diversity breakdown not yet available from Screen Yorkshire (Training Provider). Second cohort will be January 23 – May 23. Match funding from Skills Connect (and the restrictions on what activities SC can fund) has led to revision of the work placement aspect of the programme, which will go out as a separate tender.	↔



DRIVING ECONOMIC GROWTH, INNOVATION, AND GOOD JOBS					
Support 3,000 businesses to grow and become more resilient this year	1,342	3,000	Director of Inclusive Economy, Skills and Culture	Good progress made on the infrastructure to support the evolution of the Growth Service. DBT funding has been secured. Over 1,300 businesses have been supported (to 31 July 2023), including 381 who have received intensive support (advice and/or financial assistance).	↔
175 jobs created or upskilled through CA programmes this year	56	175	Director of Inclusive Economy, Skills and Culture	The Business Productivity Service launched in March 2023. 56 jobs have been created to date.  Currently £4.5m of funding in place (£3.5m of UKSPF and £1m of gainshare). Risk the programme will need to close to new businesses at the end of 2023 if additional funding is not confirmed, as the current allocation of £4.5m is to support 125 businesses and 154 enquiries have already been received (with 84 currently onboarded to the programme).	↔
Support 500 start-up / early-stage enterprises this year	356	500	Director of Inclusive Economy, Skills and Culture	356 businesses have been supported to start a new business or to grow a business less than 3 years old. 111 businesses have received support from a Start-Up Manager, 234 businesses have received support from Start-Up West Yorkshire and 11 businesses have received support from Adventure.	↔
25–35 project successes in trade and investment leading to 1,750 new or safeguarded jobs this year	10	25	Director of Inclusive Economy, Skills and Culture	A steady start to the year despite continuing vacancies in the team. Significant progress made to fill vacancies which will impact positively on delivery in Qs 3-4. The 10 project successes include commitment to create 1,043 new or safeguarded jobs. Project successes include Mastek in Leeds, Extract Technology in Kirklees, and Stolze Flacconnage in Wakefield.	↔
10 research and development partnerships between West Yorkshire universities and trade and investment clients (in 2023-24 period)	9	15	Director of Inclusive Economy, Skills and Culture	90% of yearly target achieved with focus on advanced manufacturing, and health & life sciences support. Stretch target of 15.	↔
International trade portal to achieve 1,000 hits per month (ongoing KPI once live)	n/a	n/a	Director of Inclusive Economy, Skills and Culture	The trade portal is in the final stages of development and expected to go live later this year. Technical issues still ongoing and being looked at by colleagues in marketing, digital, and ICT alongside external delivery partners.	↔
Assist 350 businesses with overseas trade initiatives this year	72	350	Director of Inclusive Economy, Skills and Culture	Ability to deliver diminished by the availability of budgetary resource specifically to deliver on key trade focused activities. Ability to meet 350 target will be dependent on how quickly the SPF Export Strand support programmes go live.	↔
ENABLING A DIVERSE, SKILLED WORKFORCE AND ACCESSIBLE LEARNING FOR ALL					
198 businesses engaging with employment and skills	52	198	Director of Inclusive Economy, Skills and Culture	Education and Skills projects completed: Cumulative Target: 50 / Cumulative Actual: 52 / Performance %: 104%	↔

programmes in 2023-24 period				Businesses supported to engage with skills programmes: Cumulative Target: 69 / Cumulative Actual: 63 / Performance %: 91%	
Support 53,900 adults to upskill, re-train or access employment this year	13,584	53,900	Director of Inclusive Economy, Skills and Culture	Cumulative Target: 13,350 / Cumulative Actual: 13,584 / Cumulative Performance: 91%	↔
45,000 qualification and >18,865 progressing in work training this year	13,584	45,000	Director of Inclusive Economy, Skills and Culture	Good progress has been made on the Adults skills Programmes with further over performance expected next month. 3620 individuals have been supported in July with key highlights being: 3174 learners supported through AEB. 64 individuals supported through Skills Connect, 41 individuals supported through Skills Bootcamps, 16 apprentices supported through the Apprenticeship Levy, 325 individuals supported through Employment West Yorkshire.	↔
Support 184 schools and colleges with quality careers education provision this year	86	184	Director of Inclusive Economy, Skills and Culture	Cumulative Target: 45 / Cumulative Actual: 86 / Cumulative Performance: 191%	↔

KEY	
Is expected to be fully delivered or exceed targets by the end of 2023/24	
Is expected to be at least partially delivered by the end of 2023/24	
Is at risk of not being delivered by the end of 2023/24	
↑	Performance has improved
↔	There is no change in performance projection
↓	Performance has slowed

<b>Report to:</b>	Finance, Resources and Corporate Committee
<b>Date:</b>	2 November 2023
<b>Subject:</b>	<b>Finance Update</b>
<b>Director:</b>	Angela Taylor, Director Finance and Commercial Services
<b>Author:</b>	Angela Taylor, Director Finance and Commercial Services

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 advise of the final outturn position for the Combined Authority for 2022/23 (subject to external audit).
- 1.2 To advise of the Q1 financial position for 2023/24.

## 2. Information

### Year End 2022/23 Financial Update – Revenue Expenditure

- 2.1 The revised forecast for 2022/23 approved by the Combined Authority in February set out the expectation that the final position for the year would be within the original budget set with two exceptions. There was the potential for some further bus funding from government, which, if received, would be set aside to the transport reserve along with the expected savings against concessionary travel reimbursement. This would then be used to offset the costs of bus services from 2023/24 onwards. There was also an expected surplus on bank interest due to the high interest rates and the level of cash balances due to the timing of receipt of government grants. It was agreed that this would help to offset the increased costs of capital projects as a result of inflation.

2.2 The table below confirms the final position for 2022/23 which is still subject to external audit. The Governance and Audit Committee will be considering the audited accounts in due course but there are currently significant delays nationally with concluding the audits for 2021/22 of local government bodies, and little progress on auditing 2022/23 accounts. Bank interest earned in the year was higher than forecast due to the continuing increase in interest rates which continued throughout the year and this will be applied to future years' capital programme as part of the budget setting process.

	Approved forecast	Draft final position
	Feb-23	Mar-23
	£000	£000
Transfer to bus reserve	3,194	5,788
Transfer to capital	4,870	5,719
Transfer to general reserve	145	525
	<b>8,209</b>	<b>12,032</b>

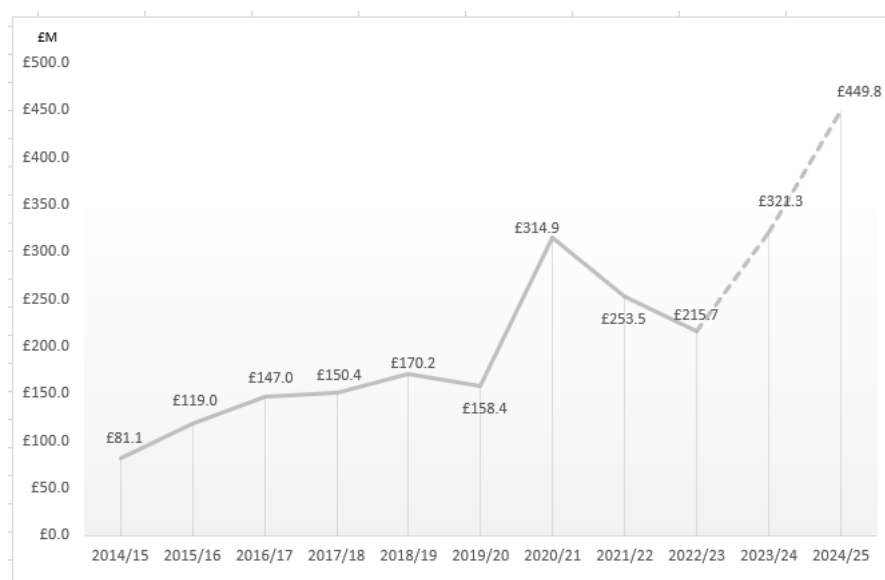
### 2022/23 Capital Programme Outturn

2.3 The table below summarises the total expenditure on the Combined Authority's capital programme in 2022/23 against the revised forecasts reported to the Combined Authority in February 2023.

Capital Programme Expenditure	Forecast as at Combined Authority February 2023	Expenditure as at Year End 2022/23	% of CA Forecast
<b>Transport Programmes</b>			
City Region Sustainable Transport Settlement	£66,059,941	£63,358,672	95.91%
Transforming Cities Fund (inc. Tranche 1) (non CRSTS)	£37,940,399	£32,771,129	86.38%
West Yorkshire plus Transport Fund	£58,626,946	£69,401,743	118.38%
Zero Emissions Bus Regional Areas*	£3,818,701	£0	0.00%
Leeds Public Transport Investment Programme	£2,870,000	£1,961,965	68.36%
Integrated Transport Block (CA legacy projects)	£4,666,883	£4,871,529	104.39%
Active Travel	£6,856,529	£4,845,573	70.67%
New Station Fund	£3,687,541	£3,687,541	100.00%
<b>Economic Development Programmes</b>			
Getting Building Fund	£11,377,575	£11,377,575	100.00%
Brownfield Housing Fund	£9,000,000	£2,730,673	30.34%
Social Housing Decarbonisation Fund	£4,661,627	£2,967,488	63.66%
British Library North	£6,000	£5,311	88.51%
Corporate Projects	£1,897,281	£1,475,256	77.76%
Broadband	£1,204,119	£1,217,592	101.12%
Growth Deal - Economic Development	£123,300	£3,000	2.43%
Business Accelerator Fund	£2,301,895	£2,428,655	105.51%
Flood Alleviation Scheme	£12,565,000	£12,565,000	100.00%
<b>Total Capital Spend</b>	<b>£227,663,737</b>	<b>£215,668,701</b>	<b>94.73%</b>

\* Note all expenditure transferred to CRSTS in 22/23

- 2.4 Total expenditure achieved by the Combined Authority's capital programme in 2022/23 is £215.67 million representing almost 95% of the revised budget. In general, the programme continues to perform well but is not as high as total expenditure in 2020/21 and 2021/22. This reflects the early stages of development of some of the biggest programmes. For example, 2022/23 is first year of the City Region Sustainable Transport Settlement (CRSTS) and the majority of projects are at a very early stage. The graph below shows the annual capital spend of the Combined Authority since its inception.



- 2.5 The majority of Combined Authority's capital spend continues to be on the transport related activity, with 84% of the total on the transport funding programmes. Actual expenditure in 2022/23 is concentrated on four major programmes: CRSTS, the Transforming Cities Fund (TCF), the Transport Fund and the Getting Building Fund (GBF). The following summarises the performance of these programmes.

#### City Region Sustainable Transport Settlement

- 2.6 Expenditure on the CRSTS programme is in line with forecast and relates principally to the Network and Assets Improvements sub-programme (which covers activity by partner councils previously funded under Highways Maintenance, Pothole funding and the Integrated Transport Block) and Mass Transit which spent just over £7 million on development activities, over £1 million higher than forecast.

#### Transforming Cities Fund

- 2.7 The TCF and Transport Fund inflation review was undertaken during quarters 2 and 3 of 2022/23. Whilst it was necessary to undertake this review to ensure that both programmes could deliver in full within the budget available it did have an impact in year on progress and spend in particular on the TCF programme, with activity being delayed or paused during this period. The review introduced uncertainty around if and how the

schemes would progress leading to delays in decision making in several areas including, procurement initiations and contract awards, progression of planning, land purchase and other statutory processes and consents as well as diverting resource away from project and programme management to undertake the review process itself. It is unlikely that this delay can be 'caught up' during the remainder of the programme's duration. However, the programme is now in a more viable financial position which has enabled prioritised schemes to continue with increased financial certainty and therefore there is renewed confidence in delivery in the future.

- 2.8 Despite these delays more projects are heading into delivery phases and expenditure will escalate in future years. There are now six projects in delivery, across the three thematic areas, and a further 11 are due to commence delivery in 2023. The following projects are due to complete in 2023/24: Halifax Bus Station, Leeds City Centre Cycle Improvements, Leeds City Bikes, Tadcaster Road and White Rose Station.

#### Transport Fund

- 2.9 In its eighth year of delivery, the Transport Fund continued to perform well, and expenditure exceeded the forecast for the year. This is down to 15 projects being in delivery. At delivery state there is less risk of expenditure slipping as projects are less likely to experience significant delays than those in development. In total the Transport Fund has now spent £398 million of the £1 billion of funding available.
- 2.10 Schemes completed in 2022/23 include:
- Harrogate Road - New Line
  - East Leeds Orbital Route (ELOR)
  - Rail Parking Package - Hebden Bridge
  - CityConnect Phase 3 Canals – Huddersfield Narrow Canal Phase 2 and Leeds Liverpool Canal - Shipley
  - Leeds City Centre Network and Interchange Package - Regent Street
- 2.11. These schemes take the total number of completed Transport Fund projects to 24 with a total value of £229 million.
- 2.12 A further 10 schemes are currently on site and are expected to be completed in 2023/24:
- A629 (Phase 1B) - Elland Wood Bottom to Jubilee Road
  - Corridor Improvement Programme - Calderdale - A646 - A6033 Corridor
  - Corridor Improvement Programme - Kirklees - A62 Smart Corridor
  - Corridor Improvement Programme - Leeds - Dyneley Arms
  - Corridor Improvement Programme - Leeds - Fink Hill
  - Corridor Improvement Programme - Wakefield - A650 Newton Bar
  - Leeds City Centre Network and Interchange Package
  - Leeds City Centre Network and Interchange Package - Armley Gyratory
  - Rail Parking Package - Steeton and Silsden
  - West Yorkshire Integrated Urban Traffic Management Control

## Other Programmes

### 2.13 **Brownfield Housing Fund**

Actual spend was lower than anticipated primarily due to the forecast including spend on projects scheduled to secure approval to proceed in the late stages of the financial year. During 2022/23 progress was made towards finalising key areas such as security, due diligence, spend profiles, match funding arrangements and draft grant funding agreements. However, fulfilment of all conditions associated with approval was not practical for some projects by March 2023. Due to significant numbers of internal vacancies, there is also limited capacity within the programme team to support multiple partners and projects.

### 2.14 **Getting Building Fund**

In 2022/23 the GBF programme successfully achieved full spend of the funding awarded (£52.60 million). A number of project sites including Knottingley Business and Services Hub, Dewsbury Arcade, Huddersfield George Hotel, Bradford One City Park and Bradford City Village continue with delivery utilising match funding contributions. All others have now progressed to output monitoring only and closure reports either have, or are, in the process of being completed. Post delivery activities are still ongoing although recent project updates and draft closure reports have highlighted successes particularly for Wakefield Warm Homes, Holbeck Phase 2 Victorian Terrace Retrofit and Business Growth Programme where in some cases the actual outputs declared exceed target values agreed with government. The table below details outputs achieved by the programme to date, these will continue to be monitored and will be reported to Government every six months until the end of 2024/25.

Output	Target	Actual (as at quarter 4 2022/23)	% Achieved (as at quarter 4 2022/23)
Additional construction jobs	440	879	200%
Housing units unlocked	400	-	0%
Jobs created	1,945	925	48%
Jobs safeguarded	530	-	0%
KG of CO2 emissions avoided	69,000,000	72,024,261	104%
KM of roads, cycle lanes and walkways maintained and built	5	5	98%
Number of businesses or institutions assisted	218	258	118%
Number of new learners assisted	200	-	0%
Number of new retrofits delivered	401	563	140%
Sqm commercial floor space	14,500	-	0%
Sqm of new or improved learning/training floor space	142	-	0%
Sqm public realm or green space improved or created	6,800	6,700	99%

2.15 Whilst funding was forecast on the **Zero Emissions Bus Regional Area** programme this activity is joint funded by CRSTS and consequently all spend to date has been transferred to that programme. The **Social Housing Decarbonisation Fund** was originally due to complete by the end of March 2023 and was expecting to spend the majority of funding. However due to performance across the country the programme has

been extended until June 2023 and the Combined Authority is on track to achieve spend of the full grant allocation.

### **Devolution Gainshare**

- 2.16 Details of the projects funded through the Devolution Gainshare monies of £38 million per annum have previously been shared with the Finance, Resources and Corporate Committee. Attached as **Appendix 1** is the full details of all approved projects under each of the Combined Authority's Investment Priorities along the value of proposed projects currently in pipeline.
- 2.17 The share of monies for each Investment Priority includes all of the funding for 2020/21 to 2024/25 (£38 million x five years = £190 million) plus £35 million overprogramming which totals £225 million.
- 2.18 To date 42 projects have received approval for funding totalling £142.23 million. Whilst a number of these projects are in full delivery others have approval for development spend and will require approval of further funding before progressing into full delivery. Allocation of a further £78.62 million is currently in the pipeline.
- 2.19 A total of £13.44 million was spent in 2022/23 with Gainshare expenditure to date of £24.88 million.

### **2023/24 Q1 Reporting**

- 2.20 The Combined Authority is reporting a Quarter 1 overall revenue position materially in line with budget, with the net revenue position being expenditure of £6k. This compares to a budgeted position of net income of £23k.
- 2.21 The variations in both income and expenditure are predominantly driven by the project portfolio, where the incidence of income and expenditure varies throughout the financial year, in contrast to budgets which are phased equally across 12 months. The significant variances have been reviewed in detail and all arise from timing differences, for example where expenditure is recovered from third parties and this is only invoiced after expenditure occurs. It is expected that the introduction of the new finance system will facilitate improved phasing of budgets and thereby reduce temporary timing differences.

### **2023/2024 Quarter 1 Revenue Summary**



	<b>Actual to 30-Jun-23 £000s</b>	<b>Budget to 30-Jun-23 £000s</b>	<b>Difference 30-Jun-23 £000s</b>	<b>Difference 30-Jun-23 %</b>
<b>Income</b>				
Transport Levy	23,050	23,050	-	0%
AEB Income	18,884	17,338	1,547	9%
Pre Paid Ticket Income	6,723	5,500	1,223	22%
Income - Operational	4,404	3,680	724	20%
Funding - Grants	2,540	15,694	(13,154)	(84%)
Tendered Services Income	1,952	1,580	371	24%
<b>Total Income</b>	<b>57,552</b>	<b>66,841</b>	<b>(9,289)</b>	<b>(14%)</b>
<b>Expenditure</b>				
AEB costs	18,854	17,307	(1,547)	(9%)
Concessions	11,191	11,544	353	3%
Consultancy and Professional Services	(210)	613	823	134%
Employee Costs	8,618	9,924	1,306	13%
Financing Charges	557	1,797	1,239	69%
ICT Related Costs	1,136	918	(218)	(24%)
Indirect Employee Costs	326	432	106	25%
Members Allowances & Expenses	58	93	35	37%
Non-staffing Project costs	2,400	13,020	10,620	82%
Premises Costs	1,028	1,846	818	44%
Prepaid Tickets Costs	5,863	5,500	(363)	(7%)
Supplies and Services	715	890	175	20%
Tendered Services	9,297	8,393	(904)	(11%)
Travel, Subsistence & Transport Costs	42	57	14	25%
<b>Total Expenditure</b>	<b>59,874</b>	<b>72,333</b>	<b>12,458</b>	<b>17%</b>
<b>Indirect Contribution* (Capitalisation/ Internal recharges)</b>	<b>2,316</b>	<b>5,515</b>	<b>3,199</b>	<b>(58%)</b>
<b>Net Income / (Expenditure)</b>	<b>(6)</b>	<b>23</b>	<b>(29)</b>	
<b>Net Income / (Expenditure) as a % of Income</b>	<b>(0.01%)</b>	<b>0.04%</b>		

2.22 The Combined Authority's capital programme at Quarter 1 shows expenditure of nearly 13% of the February 2023 forecast, with the majority concentrated across the City Region Sustainable Transport Settlement (CRSTS), the Transforming Cities Fund (TCF), the West Yorkshire plus Transport Fund and the Brownfield Housing Fund (BHF).

## 2023/2024 Quarter 1 Capital Summary

Capital Programme Expenditure	Indicative Forecast Combined Authority February 2023	Revised In-Year Forecast as at June 2023	Quarter 1 Expenditure 2023/24	% of in- year Forecast
<b>Transport Programmes</b>				
City Region Sustainable Transport Settlement	100,000,000	103,868,641	14,313,156	13.8%
Transforming Cities Fund (inc. Tranche 1) (non CRSTS)	78,618,210	76,561,367	10,317,227	13.5%
West Yorkshire plus Transport Fund	74,296,599	80,599,518	13,423,262	16.7%
Zero Emissions Bus Regional Areas	15,364,384	3,818,701	-	0.0%
Leeds Public Transport Investment Programme	-	875,007	35,000	4.0%
Integrated Transport Block (CA legacy projects)	3,628,138	3,671,222	168,106	4.6%
Active Travel	7,763,008	9,773,845	1,090,820	11.2%
New Station Fund	7,000,000	7,000,000	-	0.0%
Levelling Up Fund		1,100,863	-	0.0%
<b>Economic Development Programmes</b>				
Getting Building Fund	£0	£0	£0	n/a
Brownfield Housing Fund	£29,579,359	£22,427,115	£0	0.00%
Social Housing Decarbonisation Fund	£0	£7,292,727	£1,646,645	22.58%
British Library North	£100,000	£963,000	£0	0.00%
Corporate Projects	£1,805,649	£2,387,640	£182,043	7.62%
Broadband	£77,425	£25,000	£0	0.00%
Growth Deal - Economic Development	0	£120,000	0	0.00%
Business Accelerator Fund	£3,070,000	£3,070,000	£2,070,169	67.43%
<b>Total Capital Spend</b>	<b>£321,302,772</b>	<b>£323,554,646</b>	<b>£41,176,259</b>	<b>12.73%</b>

### 3. Tackling the Climate Emergency Implications

3.1 The Combined Authority's funding programmes support activities addressing climate change. All individual projects undertake Carbon Impact Assessments and many projects involve improvement of enhancement of public transport and/or cycling and walking infrastructure.

### 4. Inclusive Growth Implications

4.1 Equality impact assessments are undertaken on all projects.

### 5. Equality and Diversity Implications

5.1 There are no equality and diversity implications directly arising from this report. However, Equality Impact Assessments are completed for all Combined Authority projects, and taken into account in reaching decisions about funding.

### 6. Financial Implications

6.1 The financial implications are set out in the body of the 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 Committee notes the financial position as reported.

## **11. Background Documents**

There are no background documents referenced in this report.

## **12. Appendices**

Appendix 1 – Devolution Gainshare Programme

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Devolution Gainshare 2022/23 Year End

35

Investment Priority	Project Name	Start Date	End Date	Approval to 2022/23	Pipeline Projects Progressing through the Assurance	Cumulative Actual Spend prior to 2022/23	Actual Spend 2022/23	Total Actual Spend to 2022/23	2023/24 Forecast	Post 2023/24 Forecast	Total Spend
IP1: Good jobs and resilient businesses	COVID Economic recovery (local authorities)	Feb-21	Mar-23	5,000,000		5,000,000	-	5,000,000	-	-	5,000,000
	Economic Recovery - Health Innovation	Aug-21	Aug-24	200,000		14,365	31,773	46,138	86,213	67,649	200,000
	Enterprise West Yorkshire	May-21	Sep-24	6,000,000		212,872	1,292,542	1,505,414	2,155,264	2,339,322	6,000,000
	Capacity funding	Apr-22	Mar-25	590,647		-	124,668	124,668	170,656	295,324	590,647
	Support Local Business (programme development)	Nov-21	Jan-25	500,000		-	138,626	138,626	200,869	160,505	500,000
	Business Productivity Programme	Sep-22	Mar-26	4,500,000		-	213,119	213,119	-	4,286,881	4,500,000
	Mayor's Cost of Living Emergency Fund	Nov-22	May-24	3,000,000		-	950,000	950,000	2,050,000	-	3,000,000
	Innovation West Yorkshire Programme	Apr-23	Mar-26	5,550,376		-	-	-	1,776,313	3,774,063	5,550,376
	Business West Yorkshire	Apr-23	Mar-26	4,573,426		-	-	-	1,382,679	3,190,747	4,573,426
	Ad:Venture (High Growth Start Up)	Jul-23	Mar-26	5,000,000		-	-	-	1,175,000	3,825,000	5,000,000
	<b>Total IP1: Good Jobs and resilient businesses</b>			<b>34,914,449</b>	<b>-</b>	<b>5,227,237</b>	<b>2,750,729</b>	<b>7,977,966</b>	<b>8,996,994</b>	<b>17,939,490</b>	<b>34,914,450</b>
IP2: Skills and training for people	Skills Connect (Re-boot extension)	Mar-21	Mar-25	6,500,000		137,384	743,495	880,880	3,010,089	2,609,032	6,500,000
	Employment hub (brokering people to jobs)	Apr-21	Mar-23	7,000,000		2,321,283	4,411,873	6,733,157	266,843	-	7,000,000
	Capacity funding	Apr-22	Mar-25	1,253,501		-	122,399	122,399	504,352	626,751	1,253,501
	Develop and embed Fair Work Charter	Oct-21	Jul-24	600,000		-	200	200	302,300	297,500	600,000
	Green Jobs Taskforce and Gateway	Nov-21	Mar-24	500,000		-	165,904	165,904	334,096	-	500,000
	Digital Skills Green Skills and Skills Support for Business	Sep-23	Mar-26		6,000,000	-	-	-	1,178,921	4,821,079	6,000,000
	Employment West Yorkshire	Apr-23	Mar-25	12,000,000		-	-	-	5,092,807	6,907,193	12,000,000
	<b>Total IP2: Skills and training for people</b>			<b>27,853,501</b>	<b>6,000,000</b>	<b>2,458,668</b>	<b>5,443,872</b>	<b>7,902,540</b>	<b>10,689,407</b>	<b>15,261,554</b>	<b>33,853,501</b>
IP3: Creating great places and accelerated infrastructure	Capacity funding	Apr-22	Mar-25	5,089,730		-	774,090	774,090	1,825,775	2,489,865	5,089,730
	Inclusivity Champion role and inclusive growth pipeline development	May-22	Apr-24	175,000	225,000	-	16,968	16,968	193,032	190,000	400,000
	Pipeline				17,200,000	-	-	-	1,833,951	15,366,049	17,200,000
	<b>Total IP3: Creating great places and accelerated infrastructure</b>			<b>5,264,730</b>	<b>17,425,000</b>	<b>-</b>	<b>791,059</b>	<b>791,059</b>	<b>3,852,758</b>	<b>18,045,914</b>	<b>22,689,730</b>
IP4 - Tackling the Climate Emergency and Environmental Sustainability	Economic Recovery - Net Zero Region Accelerator	Sep-21	Mar-24	960,000		74,243	141,810	216,053	302,975	280,972	800,000
	Capacity funding	Apr-22	Mar-25	1,654,359		-	257,717	257,717	594,463	802,180	1,654,359
	Greener Together	Apr-22	Dec-22	306,604		-	203,541	203,541	103,063	-	306,604
	West Yorkshire Climate & Environment Plan – Wave 1	Mar-22	Apr-25	614,146		-	12,862	12,862	342,639	58,645	414,146
	Social Housing Decarbonisation Fund Booster	Jan-23	Mar-24	5,195,949		-	402,378	402,378	4,793,572	-	5,195,949
	Better Homes Hub	Jun-23	Mar-26	718,293	16,019,113	-	58,790	58,790	6,090,123	10,601,087	16,750,000
	Solar Programme			306,530	7,531,893	-	77,337	77,337	-	-	77,337
	Solar Programme - Bus Station Solar (BSS)	Mar-23	Mar-24	476,203		-	-	-	341,183	135,020	476,203
	Natural Flood Management	Nov-22		435,271	5,459,174	-	50,974	50,974	895,357	6,332,114	7,278,445
	NFM Wyke Beck Culvert Bypass	Apr-23		82,000	1,418,000	-	-	-	82,000	-	82,000
	NFM Wortley Beck Renaturalisation	Apr-23		34,000		-	-	-	34,000	-	34,000
	Better Neighbourhoods	Apr-23	Mar-25	2,060,000		-	-	-	607,454	1,452,546	2,060,000
	Energy Price Crisis Emergency Business Grants Programme	Nov-22	Jun-23	1,100,000		-	463,237	463,237	636,763	-	1,100,000
	Business Sustainability Package	Apr-23	Mar-26	10,596,934		-	1,250	1,250	2,623,317	7,972,367	10,596,934
	Local Area Energy Plan				500,000	-	-	-	500,000	-	500,000
	<b>Total IP4 - Tackling the Climate Emergency and Environmental Sustainability</b>			<b>24,540,289</b>	<b>30,928,180</b>	<b>74,243</b>	<b>1,669,895</b>	<b>1,744,138</b>	<b>17,946,908</b>	<b>27,634,931</b>	<b>47,325,977</b>
IP5 - Future Transport	Capacity funding	Apr-22	Mar-25	1,432,616		-	61,172	61,172	719,515	651,929	1,432,616
	Capacity funding - Management Funding			60,000		-	-	-	-	-	-
	Begin Bus Franchising assessment incl legal & commercial advice	Jan-22	Mar-24	1,000,000	4,012,000	-	894,984	894,984	105,016	-	1,000,000
	Contribution to Transforming Cities and LUF2			37,500,000		-	-	-	-	38,000,000	38,000,000
<b>Total IP5 - Future Transport</b>			<b>39,992,616</b>	<b>4,012,000</b>	<b>-</b>	<b>956,156</b>	<b>956,156</b>	<b>824,531</b>	<b>38,651,929</b>	<b>40,432,616</b>	
IP6 - Culture and Creative Industries	Capacity funding	Apr-22	Mar-25	1,319,147		-	802,900	802,900	216,192	300,055	1,319,147
	Creative New Deal (programme development)	Oct-21	Dec-23	310,000		-	29,345	29,345	270,655	10,000	310,000
	Creative New Deal: Beyond Brontës: The Mayor's Screen Diversity Programme	Oct-21	Mar-23	190,000	180,000	95,000	95,000	190,000	90,000	90,000	370,000
	Bradford Literature Festival to support the festival in 2022	Jun-22	Nov-22	250,000		-	250,000	250,000	-	-	250,000
	Kirklees Year of Music 2023	Oct-21	Mar-24	850,000		-	110,000	110,000	740,000	-	850,000
	Leeds 2023 - Women of the World (WoW) (ka Leeds WoW Barn)	Nov-21	Jun-23	1,500,000		-	529,797	529,797	970,203	-	1,500,000
	Pipeline				5,070,000	-	-	-	500,000	250,000	750,000
	<b>Total IP6 - Culture and Creative Industries</b>			<b>4,419,147</b>	<b>5,250,000</b>	<b>95,000</b>	<b>1,817,041</b>	<b>1,912,041</b>	<b>2,287,050</b>	<b>400,055</b>	<b>5,349,147</b>
Capacity - Mayoral team and elections costs			5,250,000		3,587,285	-	3,587,285	1,662,715	-	5,250,000	
Additional allocations to District Partners (unapproved)				15,000,000	-	-	-	-	-	-	
Gainshare Programme Costs					-	12,016	-	-	-	12,016	
<b>Total</b>			<b>5,250,000</b>	<b>15,000,000</b>	<b>3,587,285</b>	<b>12,016</b>	<b>3,599,301</b>	<b>1,662,715</b>	<b>-</b>	<b>5,262,016</b>	
<b>Devolution Gainshare Grand Total</b>			<b>142,234,732</b>	<b>78,615,180</b>	<b>11,442,433</b>	<b>13,440,768</b>	<b>24,883,201</b>	<b>46,260,363</b>	<b>117,933,874</b>	<b>189,827,437</b>	

\*Note: Amounts in italics are for projects where final allocations are yet to be finalised and have not progressed through the Assurance Process

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<b>Report to:</b>	Finance, Resources, and Corporate Committee
<b>Date:</b>	2 November 2023
<b>Subject:</b>	<b>Gateway Review Evaluation</b>
<b>Director:</b>	Alan Reiss, Chief Operating Officer
<b>Author:</b>	Anna Woodhouse, Evaluation Manager

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

## 1. Purpose of this Report

- 1.1 This report provides a progress update on the 2024 Gateway Review, including information relating to governance, risks and issues, communications activity and stakeholder engagement.

## 2. Information

### Gateway Review Progress Update

#### Background

#### 2019 Gateway Review

- 2.1 Activity funded under Local Growth Fund and Gainshare is subject to a Gateway Review process every 5 years, upon which future funding is contingent (£30,000,000 per year until 2034/35 and £38,000,000 per year respectively, amounting to £68,000,000 per year).
- 2.2 The purpose of the review is to assess progress and evaluate the impact upon economic growth. This is a crucial part of the Combined Authority's accountability for public funds and provides assurance to Government that we can demonstrate a return on investment.

- 2.3 Prior to becoming a Mayoral Combined Authority, the organisation undertook this process in 2019 as a requirement of funding under the Cities and Local Growth Fund (or Growth Deal).
- 2.4 The 2019 Gateway Review evaluated interventions delivered under the West Yorkshire Plus Transport Fund (this was the part of the wider Leeds City Region Growth Deal, which drew upon gainshare funding from Government). For the purposes of this work, Leeds City Region formed part of Cohort 1 (alongside Greater Manchester, Glasgow, and Greater Cambridge).
- 2.5 The non-transport elements of the Growth Deal were/are not in scope for the Gateway Review evaluation. However, an in-house [Growth Deal Evaluation](#) was commissioned and undertake to explore the impact of this delivery.
- 2.6 For the 2019 Gateway Review, Cohort 1 commissioned consultants, SQW, to undertake the evaluation (this was a joint commission lead by GMCA).

#### 2024 Gateway 2024

- 2.7 Now, for the 2024 Gateway Review, we are required to build on this work and join other members of Cohort 1 in preparing for Gateway Review 2. We will apply learning from this previous experience as appropriate.
- 2.8 However, since becoming an MCA and securing a further deal under Devolution (or Gainshare), we are also required to undergo a Gateway Review relating to this, for the purpose of which, we have been designated as Cohort 3a and will be preparing for Gateway Review 1.
- 2.9 These two designations (Cohort 1 and Cohort 3a) along with the parallel processes which they will navigate, reflect the distinct timelines and scope of each fund and associated delivery. However, we have secured approval from the Department for Levelling Up, Housing and Communities (DLUHC) to undertake both strands of work as part of a single process. This reflects our longstanding track record of delivering in partnership on behalf of the people of West Yorkshire, enabling us to explore and communicate the impact of this work through a single narrative.
- 2.10 SQW have been commissioned again, however, this time they have been contracted directly by DLUHC and have a different role. Rather than undertaking the evaluation directly, SQW's role is that of an Independent Evaluation Panel (IEP). They have developed a National Evaluation Framework (the NEF, launched on 19 January 2023)



and have supported Areas to develop their own Local Evaluation Frameworks (LEFs) and ensure alignment between the two.

- 2.11 As well as developing the Local Evaluation Framework, which sets out in detail the scope, stakeholders and methodologies, WYCA are also required to conduct the evaluation. This is a substantial and complex piece of work that requires input from diverse stakeholders, with WYCA leading, but with operational support from externally commissioned consultants, and guidance from the IEP (SQW). Data and evidence collected through this process will be submitted to SQW, who will use this information to write the final reports and submit them to DLUHC. A decision will then be made by DLUHC with reference to future funding.

### Governance

- 2.12 Work towards the 2024 Gateway Review is governed by a Project Board chaired by the Combined Authority's Chief Operating Officer (shortly to move to the incoming Director of Strategy, Communications and Intelligence). This reflects the strategic importance of this work in securing future funding and its cross-cutting relevance across the Combined Authority, including the crucial role of the Strategic Portfolio Office (SPO).
- 2.13 The Board membership includes representatives from the SPO, reflecting the centrality of progress monitoring and financial data to the process. Representatives from each of the Investment Priorities are also important in providing steer across their respective areas of policy and delivery and feeding back key messages to wider colleagues. Strategic leads for Gainshare and West Yorkshire Plus Transport Fund respectively also provide key insights relating to the management of the two funds. Given the wide range of internal and external stakeholders whose feed in is required to ensure the success of the Gateway Review evaluation, representation from Communications and Engagement is also crucial. The membership also includes external partner representation.
- 2.14 The Project team (Gateway Review Project Manager and Project Officer), with support from the Evaluation Manager, report to the Board on a monthly basis to provide progress updates and seek strategic steer and operational guidance as required. As noted above, this is necessary, given the scale, importance, and cross-cutting nature of the project, which requires feed in from diverse stakeholders.

### Project Management

- 2.15 The Project Team have made good progress at setting up the project and moving immediately into delivery. Key tasks delivered to date include finalisation of the Local Evaluation Framework, supplier engagement and development of tender documentation, communications and engagement activity, and data collection for the Mid-term Review

(this includes the development of an online stakeholder survey, as well as the coordination of around 70 Project Manager consultations).

### Communications and Engagement

2.16 Awareness-raising activity is currently underway to engage internal and external stakeholders as we begin the collection of data needed for the mid-term review. For instance:

- dedicated intranet page with information for internal colleagues
- VLOG shared with internal and external colleagues
- Targeted email correspondence to consultees involved in the Mid-Term Review data collection
- Presentation to Chief Highway Officers

### Local Evaluation Framework

2.17 The Local Evaluation Framework (LEF) was submitted to DLUHC appointed consultants, SQW (the Independent Evaluation Panel) on Friday 22<sup>nd</sup> September. The framework covers both funds under review (Growth Deal/West Yorkshire Plus Transport Fund and Devolution/Gainshare), after it was agreed with DLUHC that we could bring the two funds within a single process. This is the culmination of significant and detailed work undertaken by members of the Evaluation Team in conjunction with externally commissioned consultants. This is reflected in the extended time taken to develop the necessary detail (the original deadline was 30<sup>th</sup> June, but an extension was agreed with DLUHC). The finalised LEF will be RAG rated by SQW before being submitted to Government.

2.18 The RAG rating is scored against criteria set out in the National Evaluation Framework. SQW have made clear that, due to the local nature of the evaluation being scored against a national framework that some Red and Amber ratings may be achieved and that this is acceptable and in line with other CA's currently going through this process. All ratings will be contextualised and narrative will be provided to explain the scoring.

2.19 The LEF sets out the scope of the evaluation work to be undertaken, in line with each of the strands set out in the National Evaluation Framework (NEF) and its requirements: Progress, Progress Plus, Impact, and Complementary Workstreams (details of all schemes in scope for each strand are provided in Appendix 1). It also details the methodologies that will be utilised under each type of evaluation, and the data requirements.

2.20 The availability of data is a key risk to the deliverability of this work and was a significant factor in the delay to which the finalisation of the LEF was subject. This is due to specific

factors relating to each of the respective funds. For example, challenges arose in relation to some of the historical projects in scope for the Growth Deal/West Yorkshire Plus Transport Fund, whereby it was not clear whether the evaluation and monitoring had been carried out in line with the original business case documentation. This lack of clarity arose from several factors including changes to plans, budget, staff-turnover and I issues with data management. Significant additional work was needed to consult with internal and external colleagues to ascertain what existing data could be drawn upon to support the Gateway Review evaluation.

- 2.21 Conversely, for Devolution/Gainshare projects, which are much more recent, challenges arose around the collation of business case documentation, because PIMS has not been consistently used for gainshare project, resulting in the need for manual collation. Whilst data has now been collected for the Mid-term Review, the activity has been recorded in the project's lessons learned log to improve data collection at the Final-term of the project and for subsequent Gateway Reviews. In addition, a PIMS working group is underway within the Combined Authority to improve future record management in the system, and to enable PIMS to be used support more active portfolio management.
- 2.23 Nonetheless, the intensive work required to develop the LEF to this level of detail places us in a strong position as we move forward to the procurement of consultancy support to undertake the work required for the final evaluation. The LEF is essentially a plan and will serve as a core document in addition to the Statement of Requirements, providing potential bidders with a detailed account of the work to be undertaken.

### Project Timetable

- 2.24 A project timetable can be found in Appendix 2
- 2.25. The project has been split into two tranches: Tranche 1 (Mid-term) and Tranche 2 (Final-term). A project timetable has been created to highlight the critical path up until to January 2023, when Tranche 1 will be complete. Due to delays in finalising the LEF document, Mid-term delivery was subsequently delayed against the initial deadlines. This is highlighted in Appendix 2 within the Mid-term delivery timetable. Red milestone diamonds represent the initial evidence and mid-term report deadlines, and blue milestone diamonds represent project delivery milestones. Overall, at the Mid-term, the project is working to a 10-12 week delay on the initial timelines, as required by the process. These delays have been raised with the SQW and with DLUHC, alongside the current timetable, with which they are comfortable.
- 2.26. Whilst the Mid-term delivery is operating under this delay, the project plan and effective risk management provides confidence in our ability to deliver within the 10-12 week delay. Issues are being managed and overcome effectively, with Evaluation Team and wider resources being assigned as necessary to complete the work required at the Mid-term.

- 2.27. As mentioned above, in addition to the Mid-term delivery, evaluation framework finalisation and procurement planning for the Final-term have been delivered concurrently to ensure there are no delays in Final-term delivery.
- 2.28. Final-term delivery is on track to start in January, and procurement to appoint an external evaluation company to undertake this work is running to time.
- 2.29. High level timetables have been produced for the Final-term. A Final-term integrated plan and critical path will be produced in conjunction with the successful appointed company that will undertake the Final-term evaluation.

### Budget

- 2.30. A budget of £800k has been allocated to the project and has been equally funded by the WYTF and Gainshare Funds.
- 2.31. A project budget has been produced and the project currently forecasts to spend £780k of the allocated funds. This is to cover salary costs of the Project Manager and Project Officer (including on costs) to October 2024 and all costs associated with Evaluation activity for the Mid and Final-term reports.

## **3. Tackling the Climate Emergency Implications**

- 3.1. Although this is not a key objective of the Gateway Review process from the perspective of DLUHC, where possible and appropriate, climate-related impacts will be explored through the evaluation (this is particularly apposite to the Transport Fund interventions in scope and activity under Investment Priority 4).

## **4. Inclusive Growth Implications**

- 4.1. As the evaluation of impacts on productivity and growth are the primary objective of the Gateway Review, it is expected that the work will develop key insights in this area, which can be applied to future policy and delivery.

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

- 5.1. Although not a primary focus of this work, where possible and appropriate, the evaluation will draw upon sociodemographic data to enable enhanced understanding of impacts on specific groups.
- 5.2. More widely, the Gateway Review has equality and diversity implications insofar as future funding, and thereby the CA's ability to continue deliver the best outcomes for all the people of West Yorkshire, depends upon its success.

## **6. Financial Implications**

- 6.1. There are no financial implications directly arising from this report. However, as noted above, there are significant financial implications of the Gateway Review process due to its role in unlocking future funding via the two Investment Funds under consideration.

## **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 FRCC notes the progress made in delivering the Local Evaluation Framework document.
- 10.2. That FRCC notes the detailed project timetable, key dependencies and risk mitigations as set out in the report.
- 10.3. That FRCC notes the next stages of the Gateway Evaluation process and process of RAG assessment from DHLUC's Independent Panel.

## **11. Background Documents**

There are no background documents referenced in this report.

## **12. Appendices**

Appendix 1 – Schemes in Scope  
Appendix 2 - Project Timetable

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## Appendix 1 – Schemes in Scope

### Transport Fund Projects

Scheme Name	Progress	Impact	Progress Plus	Process Review Case Studies	Project Up Case Studies
Wakefield Eastern Relief Road	Complete	X			
Glasshoughton Southern Link Road	X	X		X	
East Leeds Orbital Road	X	X			X
A650 Hard Ings Road	X	X			X
Harrogate Road New Line	X	X		X	
Leeds New Station Street	X	X			
Castleford Station Gateway	X	X			
Huddersfield Narrow Canal	X		X		
Leeds Liverpool Shipley Canal	X		X		
Castleford to Wakefield Greenway Phase 4	X		X		
Leeds City Connect Phase 3	X		X		
West Yorkshire Integrated UTMC (Phase A) - Bradford	X		X		
West Yorkshire Integrated UTMC (Phase A) - Calderdale	X		X		
West Yorkshire Integrated UTMC (Phase A) - Kirklees	X		X		
West Yorkshire Integrated UTMC (Phase A) - Leeds	X		X		
West Yorkshire Integrated UTMC (Phase A) - Wakefield	X		X		
West Yorkshire Integrated UTMC (Phase B)	X		X		
West Yorkshire Integrated UTMC (Phase B2)	X		X		
West Yorkshire Integrated UTMC (Phase C)	X		X		
Rail Parking Package - Hebden Bridge	X				
Rail Parking Package - Mytholmroyd	X				
York Northern Outer Ring Road - Phase 1 (Wetherby Rd)	X				
Leeds City Centre Network & Interchange Package - Infirmary St	X				
Leeds City Centre Network & Interchange Package - Regent St	X				
Leeds City Centre Network & Interchange Package - Meadow Lane	X				
Rail Parking Package - Garforth	X				
A629 (Phase 1B) - Elland Wood Bottom to Jubilee Road	X				
Corridor Improvement Programme - Calderdale - A58 - A672 Corridor	X				
Corridor Improvement Programme - Calderdale - A646 - A6033 Corridor	X				
Corridor Improvement Programme - Kirklees - A62 Smart Corridor	X				
Corridor Improvement Programme - Leeds - Dyneley Arms	X				

Corridor Improvement Programme - Leeds - Fink Hill	X				
Corridor Improvement Programme - Wakefield - A650 Newton Bar	X				
Leeds City Centre Network and Interchange Package	X				
Leeds City Centre Network and Interchange Package - Armley Gyratory	X				
Rail Parking Package - Steeton and Silsden	X				
Corridor Improvement Programme - Bradford - A6177 Great Horton Road - Horton Grange Road	X				

## Gainshare Projects

Scheme Name	Progress	Impact	Progress Plus	Process Review Case Studies	Project Up Case Studies
Employment Hub 2 (EH2)	X	X			
Employment West Yorkshire (EH3)	X	X			
Enterprise West Yorkshire	X		X		
Energy Price Crisis Emergency Business Grants	X				
COVID Economic recovery (local authorities)	X				
Business Productivity Programme	X				
Mayor's Cost of Living Emergency Fund	X				
Innovation West Yorkshire Programme	X				
Business West Yorkshire	X				
Ad:Venture (High Growth Start Up)	X			X	
Skills Connect (Re-boot extension)	X				
Develop and embed Fair Work Charter	X				
Green Jobs Taskforce and Gateway	X				X
Economic Recovery - Net Zero Region Accelerator	X				
Greener Together	X				
Social Housing Decarbonisation Fund Booster	X				
Better Neighbourhoods	X				
Business Sustainability Package	X				
Begin Bus Franchising assessment incl legal & commercial advice	X				
Creative New Deal: Beyond Brontës: The Mayor's Screen Diversity Programme	X				X
Bradford Literature Festival to support the festival in 2022	X				
Kirklees Year of Music 2023	X			X	
Leeds 2023 - Women of the World (WoW) (AKA Leeds WoW Barn)	X				
Digital Skills Green Skills and Skills Support for Business	X				





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<b>Report to:</b>	Finance, Resources, and Corporate Committee
<b>Date:</b>	2 November 2023
<b>Subject:</b>	<b>Business Planning and Budgets</b>
<b>Director:</b>	Alan Reiss, Chief Operating Officer
<b>Author:</b>	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 checked="" type="checkbox"/> Yes <input type="checkbox"/> No

## 1. Purpose of this Report

- 1.1 The purpose of this report is to provide the committee with an update on the new multi-year approach that has been implemented for this year's business planning cycle.

## 2. Information

### Multi-Year Business Planning

#### Background and Process

- 2.1 In order to demonstrate alignment to the West Yorkshire Plan and set out the Combined Authority's role in contributing to the missions, a multi-year planning process has been developed for the 2024/25 planning cycle. A diagram is included in **appendix 1** to demonstrate alignment to the missions in the West Yorkshire Plan; ultimately the missions sit above the seven Corporate Objectives, multi-year outcomes and annual business plans to inform organisational activity. The budget process will iterate across the business planning process to support decision-making when setting outcomes and developing business plans.
- 2.2 The multi-year approach will continue to lean on the logic-modelling used for the 2023/24 planning cycle, which saw an outcome-led approach to business planning introduced to reflect the move to an outcome-led organisation. This year, however, sees a more 'top-

down' approach introduced, with Directors beginning the business planning process by agreeing a set of 3-year outcomes that will inform Directorate business plans. Heads of Service will then be asked to describe 'how' the outcomes set at Director level will be achieved by outlining the outputs, activities, and resources in their business plans.

- 2.3 A detailed timeline of the process that will be taken this year can be found in **appendix 2**, however below is a table containing high-level details. A multi-year budget is integral to this process; the finance team have supported Director-level discussions about the multi-year outcomes by providing budgetary information about the organisation's current financial position over the next 3 years. A first draft of 3-year outcomes have been discussed at Internal Leadership Board and have been used to begin the annual business planning process.

Date	Output
September 2023	<ul style="list-style-type: none"> <li>Initial budget review to take place and 3-year outcomes to be agreed by Directors.</li> <li>Heads of Service to begin business planning process once outcomes have been agreed (w/c 25<sup>th</sup> September).</li> </ul>
October 2023	<ul style="list-style-type: none"> <li>Heads of Service to write first drafts of business plans (using 3-year outcomes and budget information), first drafts to be completed mid-October.</li> <li>Review sessions for Directors start following first drafts.</li> </ul>
November 2023	<ul style="list-style-type: none"> <li>Second drafts of business plans - incorporating feedback from review sessions and leadership meetings – due 21<sup>st</sup> November.</li> <li>Check and challenge sessions with Chief Executive start mid-November.</li> </ul>
December 2023	<ul style="list-style-type: none"> <li>Update to the Combined Authority.</li> <li>Final drafts of budget and business plans due 18<sup>th</sup> December.</li> </ul>
January 2024	<ul style="list-style-type: none"> <li>Strategic Leadership Board to review business plans in advance of the February Combined Authority meeting.</li> </ul>
February 2024	<p><b>OUTCOME</b> – Approval of budget, 3-year outcomes and business plans at Combined Authority meeting in early February.</p>

### **Planning for the Corporate Centre Services**

- 2.4 The role of the Corporate Centre is to support the delivery of organisational outcomes through leading, enabling and protecting. To reflect this across service-level business plans, Corporate Centre services will be required to categorise activities into the following three objectives:
- Business as usual activity
  - Enabling delivery of major programmes
  - Organisational Improvement projects
- 2.5 To support this year's business planning approach, business partners from the Corporate Centre team will be embedded within the planning process of the Outcome Directorates. This is so that the pipeline of activity and level of requirement needed from each team can be established early on in the planning process.

### **Budget**

- 2.6 The Q2 budget review process has been used as the starting point to determine a revised forecast for 2023/24 and then from that understand pressures, assumptions and changes that will impact on the draft budget for 2024/25 and subsequent years. The business planning process that is underway will identify the priorities for 2024/25 and decisions will need to be made on how the available funding will be allocated to those priorities.
- 2.7 Detailed budget work is being focussed on higher risk and more volatile areas, including bus tendered services and concessions. Current levels of income generation are being reviewed and challenged in order to identify ways of increasing the funding envelope.
- 2.8 As levels of capital expenditure continue to increase the relationship between capital and revenue and the extent to which capital can be used to supplement the revenue budget will be further explored.

## **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. To show ultimate alignment also to mission 4 in the West Yorkshire Plan (to create a sustainable West Yorkshire) through the corporate objectives, a number of the draft multi-year outcomes set out how teams will support 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 theme 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. EDI will be embedded into 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 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 business planning templates being sent to Heads of Service. Key budgeting dates for the 2024/25 planning cycle have been added to the timeline in appendix 2 and the budget will be developed alongside the emerging business plan priorities.
- 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 Committee considers and endorses the approach to business and budget planning, and the proposed outcomes.

## 11. Background Documents

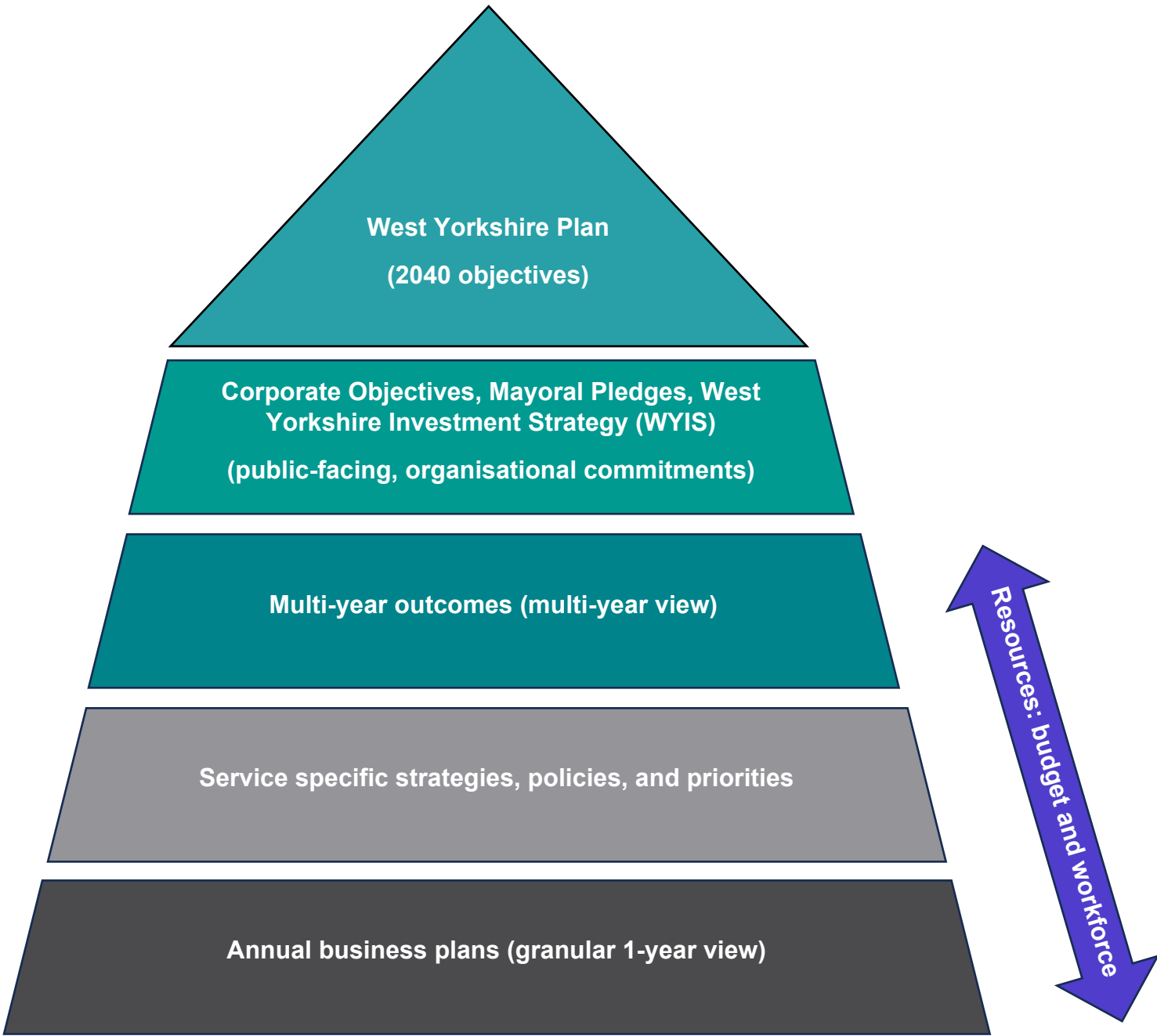
[West Yorkshire Plan](#)  
[EDI Action Plan](#)

## 12. Appendices

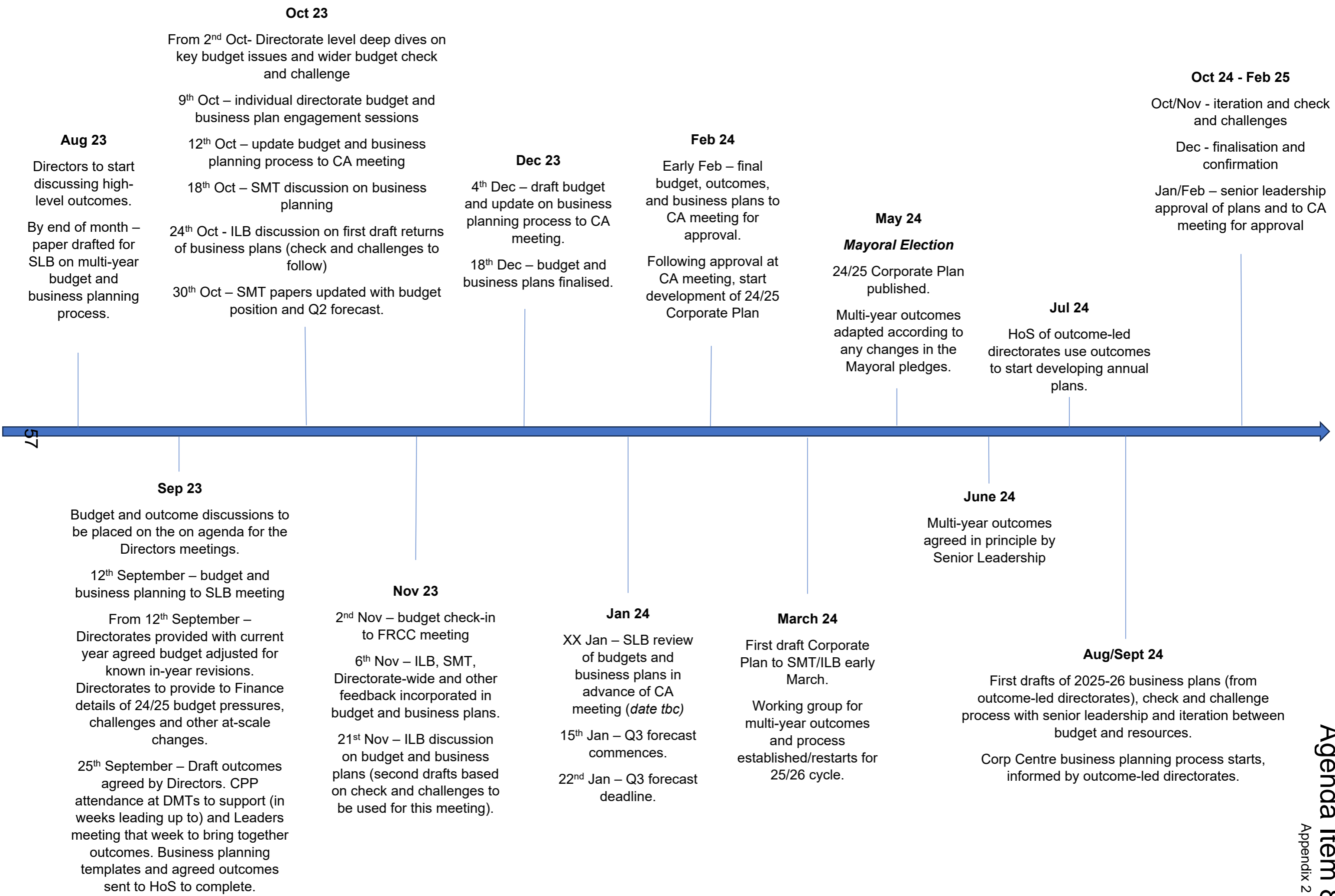
Appendix 1 – [Multi-year structure](#)  
Appendix 2 – [Revised timeline](#)

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<b>Report to:</b>	Finance, Resources, and Corporate Committee
<b>Date:</b>	2 November 2023
<b>Subject:</b>	<b>Recruitment of Independent Member</b>
<b>Director:</b>	Alan Reiss, Chief Operating Officer
<b>Author:</b>	Angie Shearon, Governance Services Manager

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

## 1. Purpose of this Report

- 1.1 To note the decision taken by the Combined Authority on 12 October 2023 to recruit an independent member to the Finance, Resources & Corporate Committee.

## 2. Information

- 2.1 The remit of the Finance, Resources and 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 West Yorkshire Assurance Framework. The membership of the Committee currently comprises the Mayor, the local authority appointed Combined Authority members and a LEP member.
- 2.2 Prior to standing down at the end of his term of office in June 2022, the former LEP Chair attended the Finance, Resources and Corporate Committee providing valuable financial and business expertise and advice. Since that time, the Committee has not had the benefit of an independent member with appropriate experience and knowledge.
- 2.3 At its meeting on 12 October, the Combined Authority considered and approved a proposal to recruit and co-opt 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. The Combined Authority also approved

an appropriate level of remuneration for the role and agreed that recruitment should commence immediately.

2.4 The Committee are asked to note that open recruitment to the role is now underway with a view to presenting a paper back to the Combined Authority on 7 December with a recommendation for appointment. The timeline would enable an appointment to be made in time for the successful candidate to attend the January 2024 meeting of the Finance, Resources & Corporate Committee.

2.5 The advert for the role is attached at **Appendix 1**.

2.6 Consideration will also be given to which of the Combined Authority's committees the new Mayoral Business Adviser will be a member of.

### **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 within the Combined Authority 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 The appropriate remuneration for the independent member will be £1,000 per annum (at a rate of £250 per day for 4 days work).

### **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 Finance, Resources & Corporate Committee note the decision of the Combined Authority to recruit an independent member to the Committee and the proposed timeline for recruitment.

## **11. Background Documents**

There are no background documents referenced in this report.

## **12. Appendices**

Appendix 1 – Advert

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## **West Yorkshire Combined Authority Finance, Resources & Corporate Committee**

### **Appointment of Independent Member**

The West Yorkshire Combined Authority (the Combined Authority) is looking to appoint an independent member to join our Finance, Resources & Corporate Committee.

The role will enable you to gain an insight into the valuable work of the Combined Authority and is a unique opportunity for you to make a positive contribution and share your expertise. The Committee, which is chaired by the Mayor and includes members of the Combined Authority, carries out functions relating to Finance, Corporate and Resourcing matters. It advises on the budget, setting the levy, and oversight of the West Yorkshire Combined Authority Assurance Framework.

We are seeking applications from people who have financial expertise to provide check and challenge to the matters brought to the Committee, and who can bring a private sector perspective to the table. The successful candidate will have experience in matters of corporate and financial performance, investments, budgets, and wider corporate matters.

We are looking for high calibre candidates who think strategically and have experience of effectively challenging and questioning at senior committees/boards, with an ability to understand, interpret and analyse complex written material. You should demonstrate good interpersonal skills and high standards of personal integrity.

Successful applicants will be appointed for 3 years and remunerated for the service they provide; reasonable expenses for travel and subsistence are also claimable. The allowance is £1,000 per annum at a rate of £250 per day for the equivalent of 4 days' work.

The Committee currently meets formally 4 times per year at the Combined Authority's offices in central Leeds.

We are committed to diversity and inclusion and welcome applications from under-represented communities.

To find out more about the role of independent member of the Finance, Resources & Corporate Committee, the competencies required, eligibility criteria, and an application form, please download the application pack or request a copy from Governance Services at [Governanceservices@westyorks-ca.gov.uk](mailto:Governanceservices@westyorks-ca.gov.uk)

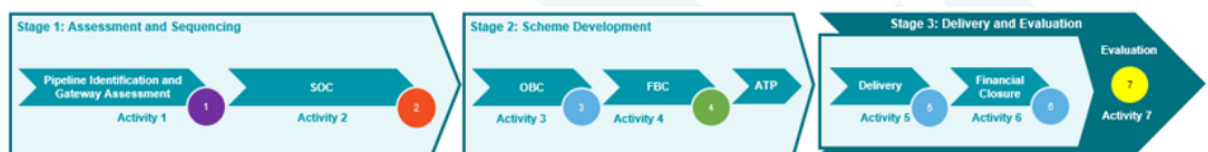
The closing date for receipt of applications is 2 November 2023, and it is anticipated that the appointment will take effect from December 2023.

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<b>Report to:</b>	Finance, Resources and Corporate Committee
<b>Date:</b>	2 November 2023
<b>Subject:</b>	<b>Project Approvals</b>
<b>Director:</b>	Melanie Corcoran, Director of Transport Policy & Delivery
<b>Author:</b>	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 that have been considered at stages 1, 2 and 3 of the Combined Authority's assurance process.



- 1.2 The Finance, Resources and Corporate Committee has delegated decision making authority approved by the Combined Authority on 23 June 2022. Where the Finance, Resources and Corporate Committee is asked to make an approval decision this will be highlighted in the summary table and made clear in the recommendations.
- 1.3 The recommendations can be found in Section 11 of this report.

## 2. Report

- 2.1 This report presents proposals for the progression of schemes through the Combined Authority's assurance process in line with the Combined Authority's Assurance Framework. Further details on the schemes summarised below can be found as part of this report.
- 2.2 Decisions are required for three Investment Priority 5 schemes that, due to time constraints, need a decision before the next Combined Authority meeting on 7 December 2023.

## Scheme Summaries

<p><b>CRSTS – MCard Mobile App Enhancements</b></p> <p>West Yorkshire</p>	<p><b><u>Scheme description</u></b></p> <p>The scheme is to enhance the MCard Mobile app. This will include improvements to the app's operating platform, how users purchase tickets, how the app reports on sales, the tickets that can be purchased, the information provided to passengers via the app, the ability to offer concessionary fares, fraud prevention and functionality to make it easier for organisations to gift mobility credits.</p> <p>The scheme is to be delivered through the Bus Service Improvement Plan (BSIP) Programme with the funding coming from the City Region Sustainable Transport Settlement (CRSTS).</p> <p><b><u>Impact</u></b></p> <p>The scheme seeks to provide confidence to passengers they are purchasing the ticket that offers them the best value and improve overall customer satisfaction. This will help facilitate an increase in the number of passengers using the app to purchase tickets.</p> <p><b><u>Decision sought</u></b></p> <p>Approval to proceed through decision point 2-4 (business justification case) to activity 5 (delivery).</p> <p>Total value of the scheme - £525,000</p> <p>Total value of Combined Authority funding - £525,000</p> <p>Funding recommendation sought - £525,000</p> <p>A decision by the Finance, Resources and Corporate Committee using the delegated authority from the Combined Authority is sought as part of this report</p>
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<p><b>West Bradford – Cycle Superhighway Extension</b></p> <p>Bradford</p>	<p><b><u>Scheme description</u></b></p> <p>The West Bradford Cycle Superhighway (CSH) scheme will deliver high quality cycle infrastructure and walking improvements along a 7 kilometre route between the city centre and Thornton Village. Phase 1 of the scheme will deliver improvements along a 2.5 kilometre route from the city centre to Cemetery Road.</p> <p>The scheme is to be delivered through the Transforming Cities Fund (TCF).</p> <p><b><u>Impact</u></b></p> <p>The scheme will improve cycle and walking infrastructure, which will encourage more people to cycle and walk instead of using a car, reducing congestion levels, and supporting better air quality.</p> <p>Many of the areas surrounding the proposed cycle route experience high levels of income, health, and disability deprivation. This scheme supports Inclusive Growth as it will improve the equal opportunity for these communities to access education, employment, and housing through sustainable and cheaper travel choices.</p> <p>The value for money assessment reflects a benefit cost ratio (BCR) of 1.02. This is categorised as Low value for money.</p> <p><b><u>Decision sought</u></b></p> <p>Approval to proceed through decision point 4 (full business case) to activity 5 (delivery) for Phase 1, subject to an Approval to Proceed.</p> <p>Approval to proceed through decision point 3 (outline business case) to activity 4 (full business case) for Phase 2.</p> <p>Total value of the scheme: £26,739,636 (Phase 1 and 2)</p> <ul style="list-style-type: none"> <li>• £12,064,636 (Phase 1)</li> <li>• £14,675,000 (Phase 2)</li> </ul> <p>Total value of Combined Authority funding: £13,129,429</p> <ul style="list-style-type: none"> <li>• £12,064,636 (Phase 1)</li> <li>• £1,064,793 (Phase 2)</li> </ul> <p>Funding recommendation sought: £9,047,429</p> <ul style="list-style-type: none"> <li>• £7,982,636 (Phase 1)</li> <li>• £1,064,793 (Phase 2)</li> </ul> <p>A decision by the Finance, Resources and Corporate Committee using the delegated authority from the Combined Authority is sought as part of this report</p>
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<p><b>Bus Service Improvement Plan (BSIP) – BSIP+ Protection and restoration of bus services</b></p> <p>West Yorkshire</p>	<p><b><u>Scheme description</u></b></p> <p>The West Yorkshire BSIP is a multi-year programme of interventions that will work to radically improve the region’s bus system. A key aspect of BSIP is to protect and provide a solid foundation to enhance the bus network. BSIP+ aims to restore and stabilise the bus network from future changes and maintain existing standards of connectivity.</p> <p>The scheme is to be delivered through the Bus Service Improvement Fund via additional BSIP+ funding from the DfT.</p> <p>Since preparing this proposal, Government has identified further BSIP funds through its <i>Network North</i> plans, indicating that WYCA will be in receipt of a further £13m in 2024/25.</p> <p><b><u>Impact</u></b></p> <p>The new project and additional funding will ensure stability of some services that are potentially at risk of being reduced and/or withdrawn, preventing those communities who particularly rely on bus services, especially those in areas of high deprivation, from losing connectivity and access to key destinations such as employment, education, health and leisure.</p> <p>An assessment of the probable benefits and Value for Money position for the full BSIP Programme has not been provided. A detailed value for money assessment has not been carried out for the new project so the impact cannot be fully ascertained. Retrospective analysis on individual services is envisaged to be carried out in due course to inform future approvals.</p> <p><b><u>Decision sought</u></b></p> <p>The change request for:</p> <ul style="list-style-type: none"> <li>• Approval to accept the additional funding and increase the indicative costs by up to £7,750,442, to £77,724,512 and to extend the BSIP programme delivery date by one year to March 2026</li> <li>• Approval to add an additional scheme to the BSIP programme, to be called ‘BSIP+ - Protection and Restoration of Bus Services’, to be funded by the additional £7,750,442 BSIP + funding and that this proceeds through decision point 2 (strategic outline case) and work commences on delivery.</li> </ul> <p>Total value of the scheme - £77,724,512.</p> <p>Total value of Combined Authority funding - £77,724,512.</p> <p>Funding recommendation sought - £7,750,442.</p> <p>A decision by the Finance, Resources and Corporate Committee using the delegated authority from the Combined Authority is sought as part of this report</p>
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### **3. Information**

- 3.1 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.
- 3.2 This report provides information required to enable the Finance, Resources and Corporate Committee to approve each of the above elements.

#### **Projects in Stage 1: Assessment and Sequencing**

- 3.3 There are no schemes to review at this stage.

## Projects in Stage 2: Scheme development

<b>Project Title</b>	<b>CRSTS – MCard Mobile App Enhancements</b>
<b>Stage</b>	2 (scheme development)
<b>Decision Point</b>	2 to 4 (business justification)

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

### Background

- 3.4 This scheme is to be delivered as part of the Bus Service Improvement Plan (BSIP) for West Yorkshire, which is in accordance with the National Bus Strategy.
- 3.5 The Department for Transport's (DfT) National Bus Strategy (NBS) for England and the Bus Service Improvement Plan (BSIP) aims to resolve the failures of the bus industry country wide. Within the NBS, the DfT set out its expected key investment priorities of reduced and simplified fares and increased service frequencies and new and expanded routes.
- 3.6 The scheme will be funded from the City Region Sustainable Transport Settlement (CRSTS) fund. The £830,000,000 CRSTS fund was awarded in the summer of 2022 and was made possible due to the devolution arrangements upon becoming a Mayoral Combined Authority in May 2021. CRSTS aims to deliver schemes to tackle congestion, improve air quality and make sustainable transport (public transport, walking and cycling), the first choice of transport for people in West Yorkshire. It will enable the transport network to adapt to meet the needs of the expanding population of West Yorkshire, and the pressure this creates on the network, so that public transport becomes an attractive and truly viable alternative to the car.
- 3.7 The MCard Mobile App Enhancement scheme forms part of the West Yorkshire Combined Authority's desire to introduce an integrated pay-as-you-go contactless ticketing system, across all buses. This will enhance the existing MCard Mobile app and introduce other retailing improvements such as mobility credits, which make paying for bus travel easier, more convenient, flexible and better value for passengers. The aim being to build on the success of the Mayor's Fares and support the BSIP's vision for better buses in West Yorkshire.



- 3.8 The MCard Mobile app scheme is being progressed in advance of the other elements of the wider Integrated Ticketing and Mobility Credits scheme. This will facilitate early progression of the elements that can be delivered more quickly enabling benefits of the scheme as early as possible. The Integrated Ticketing and Mobility Credits scheme has been proposed to be delivered in the following stages:
- MCard Mobile App Enhancements.
  - Mobility Credits.
  - Integrated ticketing infrastructure (ticketing machines and tap out card readers).
- 3.9 The MCard Mobile app is the digital equivalent of the MCard smartcard system, offering passengers a simple place to buy tickets for different bus and rail operators within West Yorkshire. It is the largest smart ticketing scheme in the UK outside London. The MCard Mobile app enables passengers to purchase and store, daily, weekly, and monthly bus only and bus and rail tickets for travel in the region on their smartphones.
- 3.10 The popularity of the MCard Mobile app has increased since its inception in October 2020. The number of bus journeys that were paid for via the app increased by around 200% from 3,638,136 in 2021 to 10,969,435 in 2022. This trend is continuing and over 85% of all MCard product sales by volume are made via the app. The scheme is aiming to enhance the customer satisfaction of the app by improving the operating platform, how users purchase tickets, how the app reports on sales, the tickets that can be purchased, the information provided to passengers, the ability to offer concessionary fares, fraud prevention and functionality to make it easier for organisations to gift mobility credits.
- 3.11 The objectives of the scheme are:
- To increase the weekly number of bus passengers who use the MCard Mobile app to pay for bus tickets from the current average of 308,845 to the current weekly peak of sales (381,232). An increase of 23% by 2027.
  - To increase customer confidence in selecting the best ticket for them from a baseline of 69% (2022/23 public perceptions of transport survey) by 6% by 2027.
  - To improve customer satisfaction with ease of ticket purchasing from a baseline of 72% (2022/23 public perceptions of transport survey) by 3% by 2027.
- 3.12 A summary of the scheme's business case is included in **Appendix 1**.

### **Outputs and Benefits**

- 3.13 The scheme outputs and benefits include:
- Software improvements to the back office of the MCard Mobile app, improving the app's resilience and capacity to power passenger facing enhancements.

- Customer facing enhancements to the MCard Mobile app, such as: improved accessibility, modern look and design, improved journey planning tool and ticketing features.
- Future-proofed MCard Mobile app system to enable greater functionality including ability to provide mobility credits.
- Enhanced MCard Mobile app to improve customer experience by 3% from a baseline of 72%.
- Increase customer confidence in selecting the best ticket for them by 6% from a baseline of 69%.
- Increased number of bus passengers who use the MCard Mobile app to pay for bus tickets per week by 23% from the current average of 308,845.
- Increased attractiveness of public transport to support access and connectivity to employment, education, housing and key travel destinations.
- Cost savings from production of fewer MCard smartcards.
- Improved operational efficiencies through greater automation and reduced administration.
- Reduction in fraudulent use of ticketing.

### **Tackling the Climate Emergency Implications**

- 3.14 The enhanced MCard Mobile app seeks to provide confidence to bus users that they are getting the best value tickets, helping improve perceptions of the bus service as a more attractive and easier to access transport option. This can encourage people to travel by bus rather than private car to help reduce carbon emissions and contribute to tackling the climate emergency.
- 3.15 A Stage 1 Carbon Impact Assessment of the scheme has been undertaken. This highlighted that the scheme is presumed to be fully compatible with the Combined Authority's net zero future. It indicated that the scheme is expected to have a positive impact on mobility and air quality as a result of the scheme facilitating easier use of buses.

### **Inclusive Growth Implications**

- 3.16 The scheme will support inclusive growth by providing easier access to the public transport network and provide greater customer confidence and satisfaction that they are getting value for money. In particular, benefiting those without access to a car or are reliant on public transport.
- 3.17 The MCard Mobile app enhancements will provide a mechanism for giving digital concessions on fares, such as mobility credits which can provide targeted groups of people with free or reduced cost bus travel; this could include job seekers, college students and NHS patients. This, together with the uptake of that facility within the app, will help remove barriers to social value opportunities and employment, by helping people access opportunities and helping employees access workforce by public transport across a wider

area. This will be particularly beneficial for economically and socially deprived communities.

### **Equality and Diversity Implications**

- 3.18 An Equality Impact Assessment (EqIA) has been undertaken for the scheme and equality and diversity impacts taken account of as part of the development of the scheme and the business case development.
- 3.19 The scheme aims to facilitate an overall enhanced public transport service and no adverse impacts on equality and diversity are anticipated. The scheme is expected to positively impact the following groups with Protected Characteristics:
- Age - positive impact on older and younger people who tend to use public transport more than other age groups. In particular, under 19s create significantly more ticket sales than other age groups. However 22% of over 55s do not own a smartphone, meaning people within this 22% are unlikely to benefit from this scheme (the physical smartcard will remain in operation).
  - Disability - generally, people with disabilities have an increased reliance on public transport so the improvements are likely to have positive benefits for this group. This can include reducing the impacts of loneliness and opening up access to employment, leisure facilities and health appointments.
  - Sex/Gender – As women are statistically more likely to use public transport than men, this group will be more positively impacted by the scheme.

### **Consultation and Engagement**

- 3.20 The proposals were developed with key stakeholders comprising the West Yorkshire Ticketing Company which has representation from rail and bus operators as well as the Combined Authority. Feedback on the existing MCard Mobile app was also reviewed by Yorcard. Due to the low value, complexity and contentiousness of the scheme formal public consultation has not been undertaken.
- 3.21 Yorcard and the Combined Authority will conduct user feedback reviews, annually, throughout the lifetime of the project to ensure enhancements reflect the needs of the Combined Authority and app users. In-app or push notifications are also proposed to alert users to new features being available.

### **Risks**

- 3.22 The scheme risks include:
- Lack of capacity within Yorcard to deliver the scheme. This will be mitigated by the Project Board regularly engaging with Yorcard to ensure it can plan its recruitment activity and plan internal resourcing as appropriate.

- Enhancements on the MCard Mobile app only - passengers who cannot access the app are excluded from the benefits the scheme can provide. This is mitigated by enhancements proposed as part of the wider integrated ticketing scheme which seeks to provide improvements to other ticketing options.

### Costs

- 3.23 The total scheme costs are £525,000.
- 3.24 The Combined Authority’s contribution is £525,000 from the City Region Sustainable Transport Settlement Fund.

### Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
2 to 4 (business justification)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Finance, Resources and Corporate Committee	02/11/2023
Approval to Proceed	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Operating Officer	08/11/2023
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Operating Officer	31/03/2027

### Other Key Timescales

- Start of delivery – 01/11/2023 (enhancements to the app will be released when ready throughout the delivery timeframe)
- Completion of scheme – planned 31/10/2026 (latest 31/03/2027)

### Assurance Tolerances

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

- 3.25 This approval is the first decision point for the scheme at committee and establishes tolerances for the scheme.

## Appraisal Summary

- 3.26 The business case summarises that bus passengers in West Yorkshire are amongst the least satisfied across authority areas in England and they feel buses are not good value for money. Cost of travel and lack of confidence are noted as being key reasons as to why people do not travel by bus. Making bus travel cheaper, easier, more convenient and flexible are identified as being key to improving the bus service offer. It is highlighted that bus ticket sales in West Yorkshire comprise a complicated mix of single operator fares, products and retail channels which creates confusion and uncertainty amongst passengers over which is the best value ticket and how to purchase them. The MCard (and its app) tries to simplify this by offering good value tickets that can be used on any operator service.
- 3.27 The scheme's importance is recognised, in that it can improve confidence for users being able to obtain best value for bus travel. Improved information and clarity on ticketing, before boarding the bus, can help reduce barriers to use and make the bus system more accessible. This in turn will facilitate use of public bus services to connect to employment, education and social value opportunities, facilitating a shift away from private car trips to contribute to the decarbonisation of transport. Strategically, the scheme therefore aligns with several national, regional and local policies and strategies as well as the Mayor's pledges.
- 3.28 Enhancement to the MCard Mobile app is perceived as being beneficial by acting as an enabler to ensure that passengers have all the information they need, to be confident that they are purchasing the best value ticket to get them to where they need to go. The MCard Mobile app enhancements also act as a facilitator for other products, systems, ticket and fare structures to be rolled out to benefit the users of the app.
- 3.29 The project will be delivered by Yorcard, who currently operate the app, using agile project management methodology to allow iterative design and development of the scheme as it develops. Yorcard has provided indicative costs for each element of the scheme, to be finalised during the scoping and specification of each new app feature, in conjunction with the Project Board. As such, final costs for all elements of the scheme are not yet available, but the total scheme cost will amount to £525,000. The scheme costs such as final approval of scheme elements will be agreed by the scheme's Project Board.

## Recommendations

- 3.30 The Finance, Resources and Corporate Committee, subject to the conditions set by the Programme Appraisal Team, approves: that, subject to the discharge of conditions:
- (i) The CRSTS – MCard Mobile App Enhancements scheme proceeds through decision point 2 - 4 (business justification case) to activity 5 (delivery).
  - (ii) Approval to the Combined Authority costs of up to £525,000 is given. The total scheme cost is £525,000.

- (iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report. Where required, any future committee level approvals are delegated to the Transport Committee.

<b>Project Title</b>	<b>West Bradford – Cycle Superhighway Extension</b>
<b>Stage</b>	2 (scheme development)
<b>Decision Point</b>	4 (full business case)

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

## Background

- 3.31 Phase 1 of the West Bradford Cycle Superhighway Extension (WBCSE) scheme will be funded through the Transforming Cities Fund (TCF). The development of Phase 2 WBCSE will be funded through the TCF.
- 3.32 As part of the Government’s Industrial Strategy and the National Productivity Investment Fund, the TCF aims to drive up productivity through improved connections between urban centres and suburbs. The TCF provides a significant opportunity to invest in infrastructure to improve public and sustainable transport connectivity in some of England’s largest cities. This scheme will be funded through Tranche 2 of the fund, which received Department for Transport (DfT) approval in March 2020.
- 3.33 The WBCSE is one of four schemes being delivered through the TCF programme in Bradford. The other three are:
- Bradford Interchange – new high-quality entrance and access
  - Bradford City Centre Walking & Cycling Improvements – walking, cycling, public space, and junction improvements within Bradford city centre
  - South Bradford Park & Ride – targeted bus priority measures and cycle improvements along Manchester Road
- 3.34 The WBCSE scheme will complement the Bradford TCF schemes by delivering high quality cycle infrastructure along a 7 kilometre route between the city centre and Thornton Village, connecting several residential areas to the west of Bradford including Thornton, Clayton, Allerton, Girlington, and Lidget Green.
- 3.35 Phase 1 of the WBCSE scheme has come forward at full business case and will deliver 2.5 kilometres of high-quality cycle infrastructure between the city centre and Cemetery Road, with a significant portion of the route being

separated from the highway using a combination of bi-directional (two way along Thornton Road) and uni-directional (single way on Sunbridge Road) segregated cycle facilities. This provides safe, convenient and more attractive routes for cyclists to travel along between the west of Bradford and the city centre. Designated cycle crossings are also included in the scheme design at key junctions along the corridor.

- 3.36 The core aim of the scheme is to encourage cycling uptake and create a shift from the car resulting in a reduction to congestion levels, improvement in air quality, and providing better opportunity for sustainable travel options (walking, cycling, bus). This supports objectives of the TCF programme, the West Yorkshire Mayor's 'tackle climate emergency' pledge, and Inclusive Growth, 21st Century Transport, and Climate Emergency priorities of the Strategic Economic Framework (SEF).
- 3.37 Following the 2022 inflation review exercise, it was decided that given the available TCF budget, delivery of all four of Bradford's TCF schemes "in full" would not be possible. In response, Bradford Council has prioritised the Interchange and City Centre Walking & Cycling schemes to be delivered in full, both are integral to the Bradford UK City of Culture 2025 ambitions. As a result, the delivery of the WBCSE scheme and Park & Ride scheme will be phased.
- 3.38 Phase 1 of the WBCSE scheme comes forward with a cost of £12,064,636. This covers the capital costs for delivering the route from the City Centre up to Cemetery Road. Whilst the scheme costs include the cost of delivering cycle infrastructure at the Four Lane Ends junction, this part of the scheme will be delivered as part of the WY+TF Corridor Improvement Programme (CIP) Four Lane Ends scheme.
- 3.39 Delivery of Phase 2, Cemetery Road to Thornton Village, will be subject to future funding being identified with forecast costs currently at £14,675,000. Development costs of £1,064,793 are now requested to take the scheme to full business case stage. This will allow for design and development of the Phase 2 scheme so that it is ready to be taken forward should additional funding for the delivery of this aspect of the scheme be secured.
- 3.40 A summary of the scheme's business case and location map is included in **Appendix 2**.

### **Outputs and Benefits**

- 3.41 The scheme outputs for Phase 1 include:
- 2.5 kilometres of new cycle lanes
  - 9 improved crossings
  - 2 new formal cycle crossings
  - 6 junctions with improved cycle facilities
  - Increase the participation in cycling by 10%, by 2036
  - Encourage mode shift and a reduction of car trips by 10%, by 2036.



- Increase the number of people who are able to access Bradford City Centre using sustainable modes within 30mins by 25%, by 2025
- Contribute to Net Zero targets with a reduction in carbon output from travel along the corridor by 25%, by 2036
- Improve air quality along the Thornton Road corridor with a 10% reduction in NO2 and PM10 emissions, by 2036
- Reduce the number of accidents involving cyclists so that there are no KSIs (Killed or Seriously Injured), by 2030

3.42 The value for money assessment calculates a Benefit Cost Ratio (BCR) of 1.02:1 for Phase 1. This would class the scheme as Low value for money when assessed against the DfT's value for money criteria. It is noted that the low BCR is in part because of low cycle demand currently along the corridor which this scheme in addition to future behaviour change initiatives by the scheme promoter will look to address to increase the number of people choosing to cycle.

3.43 The scheme outputs for Phase 2 include:

- 3.5 kilometres of new cycle lanes
- 10 improved crossings
- 2 new formal cycle crossings
- 15 junctions with improved cycle facilities

3.44 The scheme benefits for both phases include:

- Increase the participation in cycling by 10%, by 2036
- Encourage mode shift and a reduction of car trips by 10%, by 2036.
- Increase the number of people who are able to access Bradford City Centre using sustainable modes within 30mins by 25%, by 2025
- Contribute to Net Zero targets with a reduction in carbon output from travel along the corridor by 25%, by 2036
- Improve air quality along the Thornton Road corridor with a 10% reduction in NO2 and PM10 emissions, by 2036
- Reduce the number of accidents involving cyclists so that there are no KSIs (Killed or Seriously Injured), by 2030.

3.45 The value for money assessment will be undertaken at FBC for Phase 2.

### **Tackling the Climate Emergency Implications**

3.46 A Stage 2 Carbon Impact Assessment has been carried out for phase 1 of the WBCSE scheme.

3.47 The assessment indicates that an operational carbon benefit will be achieved as more people choose to walk or cycle which will reduce car kilometres and emissions. Including capital carbon emissions (i.e., construction impacts),

there is likely to be an overall carbon impact of +2,344 tonnes over a 40-year appraisal period.

### **Inclusive Growth Implications**

3.48 The scheme inclusive growth implications include:

- Improved access and connectivity to sustainable travel options (cycle, walk, bus) for residents who experience high levels of income, health, and disability deprivation.
- As the population grows within Bradford it is considered a necessity for transport infrastructure in West Bradford to evolve so that growth is not constrained and is inclusive. This will give all communities equal opportunity to access education, employment, and housing.

### **Equality and Diversity Implications**

3.49 An Equality Impact Assessment (EqIA) has been undertaken for the scheme and equality and diversity impacts taken account of as part of the development of the scheme and the business case development.

3.50 The assessment indicates positive impacts will be realised by the scheme with better safety and better access to walking and cycling, especially for children, older people, and users with limited mobility.

3.51 The requirement to relocate some bus stops along the route has been undertaken. It has concluded that the relocation distance will result in a neutral impact (slight increase for some whilst slight decrease for others), with no meaningful change to current users accessing these bus stops.

### **Consultation and Engagement**

3.52 The promoter has undertaken two rounds of public consultation. The most recent consultation was undertaken between 30 August 2022 and 11 October 2022 and covered both phases of the scheme.

3.53 Engagement with key stakeholders has also been undertaken. This has included key politicians, educational organisations, accessibility groups, cycle groups, local businesses. Engagement with key stakeholders will continue throughout delivery of phase 1 and development of phase 2.

3.54 Details of the consultation and engagement undertaken can be found at [West Bradford - Cycle Superhighway Extension | Your Voice \(westyorks-ca.gov.uk\)](https://www.westyorks-ca.gov.uk/your-voice).

### **Risks**

3.55 The scheme risks include:

- Objection to Traffic Regulation Order's, which could impact delivery of the preferred scheme. This has been mitigated by holding an informal consultation with the public and key stakeholders, with further engagement to be carried out as appropriate following formal advertisement.

- Identification of further Statutory Utilities diversion requirements impacting costs and delivery. This has been mitigated by carrying out extensive ground penetration surveys, supported by trial holes to establish the location of services.

## **Costs**

- 3.56 Indicative costs for full delivery of both phases is £26,739,636. This approval is approving the delivery of Phase 1 and development of Phase 2.
- 3.57 The total scheme cost for Phase 1 is £12,064,636 and will be fully funded by the Transforming Cities Fund (TCF).
- 3.58 The scheme cost at FBC reflects an increase of £2,924,636 from the OBC estimate. This is largely because of the market increase in the cost of materials and construction works. The increase is affordable to the TCF programme.
- 3.59 At OBC, the scheme secured approval of £2,618,000, taking the total approval to £4,082,000 from the TCF Fund. This has helped progress the scheme to FBC, funding business case development costs as well as enabling works (such as ground penetration surveys and trial holes to locate services).
- 3.60 The scheme now seeks approval of a further £7,982,636, taking the total approval to £12,064,636 to progress Phase 1 to activity 5 (delivery). This is subject to the scheme demonstrating the Final Contract Target Cost at Approval to Proceed (ATP).
- 3.61 The Combined Authority will need to enter into an addendum to the existing funding agreement with Bradford Council for expenditure of up to £12,064,636 from the TCF Fund.
- 3.62 As part of this FBC submission, the scheme also seeks approval of £1,064,793 development costs to progress Phase 2 (West of Thornton Road/Cemetery Junction to the edge of Thornton Village) to FBC. It has been considered that approval is given subject to the scheme promoter presenting a Funding Strategy Paper to the TCF Project Board at a future date to give suitable certainty and assurance that funding will be in place to support delivery costs. Indicative costs for Phase 2 are £14,675,000.
- 3.63 The increase to the Phase 1 delivery costs and the inclusion of the Phase 2 development costs increase the Combined Authority's indicative approval presented at OBC approval from £9,140,000, by £3,989,429 to £13,129,429. This increase is to be funded from TCF Programme contingency funds.

## Assurance Pathway and Approval Route

### Phase 1

Assurance pathway	Approval route	Forecast approval date
4 (full business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Finance, Resources and Corporate Committee	02/11/2023
Approval to Proceed	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Operating Officer	08/11/2023
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Operating Officer	25/06/2025

### Phase 2

Assurance pathway	Approval route	Forecast approval date
3 (outline business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Finance, Resources and Corporate Committee	02/11/2023
4 (full business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Transport Committee	30/08/2024
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Operating Officer	29/05/2026

### Other Key Timescales

- Phase 1 construction starts on site in April 2024  
Phase 1 construction completes in May 2025

### Assurance Tolerances

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

## Appraisal Summary

- 3.64 The full business case provides an updated position on the Phase 1 WBCSH scheme. It describes the design changes made in response to the consultation and engagement carried out with the public and key stakeholders, and following comments from Active Travel England on the design's compliance with the DfT's Local Transport Note 1/20 (LTN1/20).
- 3.65 The business case also provides the updated costs (affordable to the TCF programme) and delivery programme, as well as its latest value for money assessment, which calculates a Poor BCR in part because of the low current demand for cycling along the corridor.
- 3.66 As at OBC, it was confirmed that the scheme does not require Planning approval and has no further regulatory or statutory constraints other than securing TRO's, for which at FBC, further detail is now provided that an informal consultation on TRO's has been carried out, and further engagement will be maintained as applicable prior to the construction programme commencing.

## Recommendations

- 3.67 The Finance, Resources and Corporate Committee, subject to the conditions set by the Programme Appraisal Team approves that:
- (i) The TCF West Bradford Cycle Superhighway (Phase 1) proceeds through decision point 4 (full business case) and work commences on activity 5 (delivery).
  - (ii) The TCF West Bradford Cycle Superhighway scheme (Phase 2) proceeds through decision point 3 (outline business case) and work commences on activity 4 (full business case).
  - (iii) Approval to increase the Combined Authority's contribution by £3,989,429, from £9,140,000 to £13,129,429. This increase is to be funded from TCF Programme contingency funds. The total scheme costs are £26,739,636.
  - (iv) An approval to the Combined Authority contribution of £13,129,429 is given:
    - £12,064,636 to deliver the Phase 1 scheme. The total Phase 1 scheme value is £12,064,636
    - £1,064,793 to develop the Phase 2 scheme to full business case
  - (v) The Combined Authority enters into an addendum to the existing funding agreement with Bradford Council for expenditure of up to £13,129,429. This will provide £12,064,363 for delivery of the Phase 1 scheme and £1,064,793 to develop the Phase 2 scheme to activity 4 (full business case).

- (vi) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report. Where required, any future committee level approvals are delegated to the Transport Committee.

### Projects in Stage 3: Delivery and Evaluation

<b>Project Title</b>	<b>Bus Service Improvement Plan (BSIP) – BSIP+ Protection and Restoration of Bus Services</b>
<b>Stage</b>	3 (delivery and evaluation)
<b>Decision Point</b>	Change request (activity 5)

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

### Background

- 3.68 This scheme will be funded from funding provided by the Department for Transport (DfT) for the Bus Service Improvement Plan (BSIP) via the National Bus Strategy (NBS).
- 3.69 The National Bus Strategy (NBS) for England aims to resolve the failures of the bus industry country wide. The NBS required all local transport authorities to produce and submit a BSIP to government by October 2021 to be eligible for future funding support, including access to a dedicated BSIP funding stream (approx. £1.1 billion).
- 3.70 The BSIP funding allocation has a number of requirements from government:
- Conditional of submission and implementation of an Enhanced Partnership
  - Priorities for investment must be in relation to:
    - “ambitious and eye-catching initiatives that reduce and/or simplify fares, at pace” – specifically pilot reductions that start as soon as possible during 2022/23
    - “increased service frequencies and new/expanded routes” - including better evening and weekend services, new routes that serve identified priorities such as employment sites and services and new Demand Responsive Transport (and should not be used to support existing service levels and patterns)
  - A clear plan for on-going monitoring and evaluation of progress against the delivery commitments and report at least six monthly against the wider BSIP targets.

- 3.71 The DfT set out their expected key investment priorities of ‘cheaper and simplified fares’ and ‘increased service frequencies and new/expanded routes’.
- 3.72 Other prioritised investments included improvements to network travel information, shared training for all customer facing staff, initiatives to support safer travel, and marketing and communications to promote and maximise the benefits / passenger uptake of the BSIP interventions.
- 3.73 The Combined Authority published its Bus Service Improvement Plan (BSIP) in October 2022. This set out a strategic vision and delivery priorities to transform the West Yorkshire bus system, including the ambition for a ‘a radically enhanced, fully inclusive and more cohesive bus and public transport network which takes people where they need to go, when they need to go, and caters for the complexity of modern travel patterns.’
- 3.74 The Bus Service Improvement Plan (BSIP) programme gained decision point 2 (strategic outline case) approval from the Combined Authority in November 2022. This provided indicative approval to the Combined Authority of up to £69,974,070, with indicative allocations for Mayor’s Fares; Enhanced Safer Travel Partnership; Business to Customer Sales and Marketing; Travel Plan Network Team, and development costs (totalling £33,974,070).

### **West Yorkshire BSIP**

- 3.75 The West Yorkshire BSIP is a multi-year programme of interventions that will work to radically improve the region’s bus system - in line with the vision of the National Bus Strategy - and support both an increase in bus patronage and customer satisfaction with their local services.
- 3.76 The programme specifically aims to deliver fare reductions, bus network enhancements and bus priority to significantly improve the experiences of bus users in West Yorkshire and reverse declining patronage.
- 3.77 The West Yorkshire BSIP set out a plan of interventions across five key delivery areas, which work towards:
- An enhanced, fully inclusive, and more cohesive bus network – which takes people where they need to go, when they need to go.
  - Clear and simple fares – to make paying for bus travel more affordable, easier, convenient, and flexible.
  - Improved, more inclusive customer service and support – so passengers have the tools to travel with confidence and help they need if their journey does not go to plan.
  - Priority for buses on our roads – so journeys by bus are quicker, with less time spent stuck in traffic, and are a viable alternative to the private car.
  - More green and better vehicles – to improve the onboard experience and make bus the sustainable choice for travel in West Yorkshire.



- 3.78 The BSIP programme comprises three themes, Clear and Simple Fares, New and Improved Services and Bus Priority and Safety, with ten interventions sitting below these themes.
- 3.79 The following BSIP Programme objectives have been identified to be achieved by 2025:
- 15% increase in bus patronage by 2025
  - 5% increase in weekday modal share of bus by 2025
  - Improve passenger satisfaction with value for money to 70%
  - Improve satisfaction with personal security whilst on the bus to 85%
  - Improved housing accessibility via the core bus network to 55%
- 3.80 Since publication of the BSIP in 2021, the West Yorkshire bus network, which is primarily run on a commercial basis by operators and supported with services contracted by the Combined Authority on non-profitable routes, has faced ongoing challenges which threaten the full realisation of the BSIP vision.
- 3.81 These challenges, primarily relate to suppressed patronage. The number of people travelling has never fully recovered from the impact of the Covid-19 lockdowns, and with many travel patterns permanently altered, patronage has recovered to around 85% of pre-pandemic levels. This has meant revenue has been affected and the commercial make-up of the network has been impacted.
- 3.82 As a result, there have been widespread negative commercial service changes, across all West Yorkshire districts. These changes have affected all parts of the network, including areas already underserved.

### **BSIP+ Funding**

- 3.83 Through the period of the Covid-19 pandemic and beyond, the bus network has been financially supported by central Government, first by Covid Bus Service Support Grant (CBSSG) and then the Bus Recovery Grant (BRG). These short-term funding settlements have helped protect the network to some extent, but a review conducted by the Combined Authority and operators in 2022 found that up to 11% of the network (measured by mileage) was not generating sufficient revenue to continue to operate on a commercial basis when funding from government ended.
- 3.84 On 18 May 2023, the Government announced the replacement of the Bus Recovery Grant would be provided through a mechanism called BSIP+. The DfT has awarded £3,875,221 to the Combined Authority to protect some services this financial year, with further support of the equivalent value also expected in 2024/25, with the total support therefore expected to total £7,750,442.
- 3.85 The DfT have confirmed that this funding is additional to the Combined Authority's existing BSIP allocation of £69,974,070 and the terms of the existing Memorandum of Understanding in place also applies to this funding.

3.86 To note: Since preparing this proposal, Government has identified further BSIP funds through its Network North plans, indicating that WYCA will be in receipt of a further £13m in 2024/25.

### **Change Request**

3.87 Addressing the instability of the West Yorkshire bus network is a key priority in providing a solid foundation to enhance the network as per the objectives of the BSIP. Approval is therefore requested to amend the scope of the BSIP programme to allow for additional BSIP+ funding to be utilised for restoring and stabilising the bus network from future cuts and to therefore prevent further losses to the existing standards of connectivity.

3.88 This will be achieved by introducing a new project within the BSIP programme, to be called 'BSIP+ - Protection and restoration of bus services' which will be funded by the additional BSIP+ funding. This project is intended to replace some of the network support elements initially envisaged to be delivered through Tranche 1 of the 'Bus Network Plan and Enhanced Bus Services'.

3.89 To protect connectivity for the bus passenger, the delivery of the new project has to be agile and responsive to the bus networks needs as challenges arise. Therefore, approval is sought to delegate approval of which bus routes are supported and the allocation of funding to each route to the Executive Director of Transport.

3.90 As the BSIP schemes are at various stages of delivery and internal assurance, and with the Combined Authority's BSIP programme not commencing until September 2022, it is now expected that the project delivery and spend will extend by a financial year into 2025/26. Therefore, an extension of the BSIP programme delivery timeline by one financial year to March 2026 at no additional cost is requested to ensure full delivery and prevent any adverse programmatic impact.

### **Outputs and Outcomes**

3.91 The BSIP programme outputs include:

- Cheaper MCard Day Saver product - Reduce the price of the MCard Day Saver to £4.50 as the base fare.
- Cheaper operator single fares - Maximum single fare of £2.
- Comms and marketing plan - Comms and marketing plan detailing planned promotional activity.
- Marketing campaigns - Marketing campaigns to promote the fares activities.
- MCard Mobile App enhancement - Technological enhancement to the MCard Mobile app to facilitate free tickets.
- Travel Plan Network team - Expand capabilities of existing Travel Plan Network team.
- Bus Network Development Plan - Evolution and growth of the bus network through a network plan.

- New bus services - Implementation of the services derived from the plan.
- Superbus corridors - Higher frequency, lower fare services on corridors with bus priority measures.
- DRT service - A pilot of digitally enabled Demand Responsive Transport service.
- Mobility hubs - Improvements to public transport, active travel and car club provision at identified locations, alongside existing community facilities to create a local 'hub'.
- Bus & Urban Traffic Management Plan - Plan to address issues in relation to bus, urban traffic management and passenger information.
- Bus & Urban Traffic Management Interventions - Interventions to co-ordinate and link bus, urban traffic and passenger information.
- Police Community Support Officers Appointment of additional PCSO's.
- Internal capacity Supporting fare activities, network management and bus performance management.

3.92 The BSIP programme outcomes include:

- Increased bus patronage.
- Increased modal shift from bus to car.
- Improved customer satisfaction with bus services.
- Improved bus network accessibility to housing and employment opportunities.

3.93 The additional BSIP+ funding and the introduction of the additional BSIP project, 'BSIP+ - Protection and restoration of bus services', will increase the number of bus services able to be supported through the BSIP programme. It is however not possible at this stage to quantify how many services will be supported as spend will need to be invested as and when services require protecting.

3.94 At a BSIP programme level, this additional funding and project will deliver outputs that reinstate withdrawn services and/or restore reduced service levels. This will contribute to the following outcomes:

- Increased customer satisfaction with local bus services (out of 10).
- Weekday mode share on radial routes into district centres moved from car to bus.
- Improved service provision (bus miles) for those travelling in the early morning.
- Improved reliability.
- Improved housing accessibility via the core network.
- Improved employment accessibility via the core bus network.

- 3.95 A detailed value for money assessment has not yet been carried out for this funding allocation so the impact cannot be fully ascertained. Retrospective analysis on individual services is envisaged to be carried out in due course to inform future approvals. DfT have published a guidance document regarding Value for Money of Tendered Bus Services which could be utilised as part of the economic appraisal of this funding.

### **Tackling the Climate Emergency Implications**

- 3.96 Climate and the environment are considered closely in the BSIP, through the cross-cutting theme of 'decarbonisation and integrated, sustainable travel', aligning with the Net Zero Strategy and West Yorkshire Climate and Environment Plan.
- 3.97 The Mayoral pledge of 'tackle the climate emergency and protect the environment' is also supported with the initiatives in the BSIP programme aiming to encourage more people to make sustainable travel choices and create modal shift away from the private car to bus, contributing to better air quality.
- 3.98 The BSIP programme will contribute to tackling the climate emergency by creating a modal shift to bus from the private car, reducing the region's carbon emissions. The interventions within the BSIP programme aim to create a better bus system, which is a competitive and viable choice for people to travel over the private car.
- 3.99 In aiming to make bus travel a more attractive transport mode through investing in bus services and increasing bus patronage, this additional funding allocation and new project seeks to contribute to tackling the climate emergency by creating a modal shift to bus from the private car, reducing the region's carbon emissions.

### **Inclusive Growth Implications**

- 3.100 Interventions within the BSIP programme to make bus travel cheaper will support inclusive growth by enabling priority passenger groups such as young people, jobs seekers and people in education to more easily afford travel to education and employment opportunities. More deprived communities and those who are economically disadvantaged will benefit from reduced transport costs.
- 3.101 Initiatives in relation to providing new, integrated bus services aim to ensure the bus system provides a viable service for everyone, particularly for economically and socially deprived communities and connects more people to good, quality employment. This will be achieved by:
- ensuring more homes are in closer proximity to the core, high frequency network.
  - providing better consistency and regularity of service provision on non-core service to ensure the bus can still be relied on for travel.
  - exploring the provision of alternative models of service, such as demand responsive transport to provide connectivity where a traditional bus service may be less feasible.

- 3.102 The new project and additional funding will ensure stability of some services that are potentially at risk of being reduced and/or withdrawn, preventing those communities who particularly rely on bus services, especially those in areas of high deprivation, from losing connectivity and access to key destinations such as employment, education, health and leisure.
- 3.103 In some instances where service levels are restored, this will create a positive change to inclusive growth in the region as certain communities may regain access to locations of significance and enable a greater participation in society.

### **Equality and Diversity Implications**

- 3.104 Investment in bus services will support the Combined Authority's aims to create a truly inclusive and accessible bus system by reducing the impact that cutting services has on particular demographics, such as women, who are more likely to use public transport, especially outside of traditional peak hour working patterns (which are a focus for reducing service levels).
- 3.105 Supporting this service provision outside of peak hours may also help people who travel at these times to feel more comfortable, safe and empowered to use public transport.
- 3.106 Mitigating the effects of taking funding out of the bus network will also ensure certain communities, such as those with higher deprivation, are not disproportionately impacted as it is proven that this demographic in particular has a greater reliance on bus services.
- 3.107 An Equality Impact Assessment has been undertaken and submitted in support of the BSIP Programme. Individual scheme specific EqIA's are to be produced which may identify further impacts for consideration in due course.

### **Consultation and Engagement**

- 3.108 The Mayor's Big Bus Chat public engagement, conducted in summer 2022, found that only a quarter of bus users agreed that their local bus services are frequent enough to be convenient for travel. It also identified that the public's priority areas for investment included improving the frequency of existing daytime services, protecting current services at risk of being withdrawn and more evening services.
- 3.109 The Combined Authority has worked closely with partner councils to understand and consider their local priorities regarding funding investment. Bus operators have also been engaged through the West Yorkshire Bus Alliance and on an individual basis to consider how this programme may support the bus network.
- 3.110 On 18 September 2023, the Combined Authority launched its 12-week [Walk it, Ride it campaign](#). This work supports the Combined Authority's Connectivity Plan to increase the number of walking, cycling and public transport journeys.
- 3.111 Walk it, Ride it is a multi-modal, integrated behaviour change campaign highlighting more sustainable and affordable transport options including using

the bus, walking and cycling. Two further iterations of the campaign are planned for 2024 and 2025.

## **Risks**

3.112 The key risks to delivery of this funding, plus associated mitigations are as follows:

- Due to the amount of time and capacity required to manage the BSIP+ funding alongside existing workloads and ensure it is delivered quickly there is a risk that there are delays to delivery. This will be mitigated by working with the Transport Services teams to identify a programme of delivery which considers existing priorities as well as capacity to deliver on BSIP+ and utilising new network planning resource to support urgent and immediate work.
- Due to the amount of time and capacity required to manage the BSIP+ funding there is a risk that there are negative impacts and delays to delivery in other areas of the wider BSIP programme. This will be mitigated by creating a BSIP delivery programme which identifies timescales and resource to understand where existing capacity can be directed to ensure continued delivery.

## **Costs**

3.113 The additional BSIP+ funding of £7,750,442 will increase the total scheme costs from £69,974,070 to £77,724,512.

3.114 The Combined Authority's contribution is £77,724,512 from the BSIP Revenue Fund.

3.115 At decision point 1 (strategic assessment) for the BSIP programme £1,000,000 of development costs were approved to develop the strategic outline case (SOC).

3.116 At decision point 2 (strategic outline case) for the BSIP programme approval was given for £16,823,176, bringing the total BSIP approval to £17,823,176. This comprised of the following:

- £2,430,000 for BSIP development costs
- £11,893,176 for delivery of the Mayor's Fares scheme, from its launch on 4 September 2022 through to May 2023
- £1,000,000 for the Business to Customer Sales and Marketing, including behaviour change (under the Clear and Simple Fares theme)
- £500,000 for the Travel Plan Network team (under the Clear and Simple Fares theme)
- £1,000,000 for the Enhanced Safer Travel Partnership scheme (under the Supporting Bus Priority & Safety theme)

3.117 An additional £11,728,590 of delivery funds were approved by a change request to the Transport committee for the Mayor's Fares scheme.

3.118 At decision point 2 (strategic outline case) the Bus Network Plan and Enhanced Bus Services project £7,998,434 of delivery funding was approved.

3.119 This approval will result in the approval of £7,750,442 of delivery funds for the new BSIP scheme, 'BSIP+ - Protection and restoration of bus services'.

3.120 The Combined Authority will provide funding to bus operators for the BSIP+ - Protection and restoration of bus services project by using existing compensation arrangements. The amount of funding allocated to each bus operator will be delegated to the Executive Director of Transport. New contracts or amendments to existing contracts with bus operators, where applicable, will be created to ensure the appropriate administering of funding, in line with existing corporate processes for tendering bus services.

3.121 The extension to the BSIP delivery timeframe by one year to March 2026 will change the funding profile for the scheme. The change to the funding profile is shown below.

Financial Year	Existing (£)	New (£)
2022/23 (BSIP)	14,104,814	10,356,302
2023/24 (BSIP)	27,929,628	22,932,879
2023/24 (BSIP+)	0	3,875,221
2024/25 (BSIP)	27,939,628	22,393,056
2024/25 (BSIP+)	0	3,875,221
2025/26 (BSIP)	0	14,291,833
Total	69,974,070	77,724,512

### Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
Change request (activity 2)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Finance, Resources and Corporate Committee	02/11/2023
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Operating Officer	31/03/2026

## Other Key Timescales

- Procurement of consultancy support to assist with economic analysis and appraisal of proposed bus routes to be delivered through BSIP+ is envisaged to conclude by mid-Autumn 2023.

## Assurance Tolerances

### Assurance tolerances

Combined Authority costs remain within 10% of those outlined in this report.

Delivery (DP5) timescales remain within 6 months of those outlined in this report.

Outputs: Remain within -10% of those outlined in this report.

## Appraisal Summary

- 3.122 The overarching strategic importance of the scheme's potential is recognised in that it can improve the accessibility and connectivity of public bus services to employment, education and social value opportunities. The scheme can also help facilitate a shift away from private car trips to contribute to the decarbonisation of transport. The scheme therefore aligns with several national, regional and local policies and strategies.
- 3.123 The provision of additional funding which can be used to support struggling services will support the overall aims and objectives of the BSIP programme and the Network Enhancements scheme in particular. The extension to the timescales of the programme (subject to DfT approval) will further support the full delivery of the programme.
- 3.124 There are concerns around the organisation and resourcing of this new project in an overall programme that would appear to be under resource pressures. It is also uncertain as to what routes will be supported, how much this will cost, what the economic benefit and value for money of the scheme will be. There are also still queries and conditions remaining to be resolved from both the BSIP programme SOC and the BSIP Network Enhancements SOC.

## Recommendations

- 3.125 The Finance, Resources and Corporate Committee, subject to the conditions set by the Programme Appraisal Team approves:
- (i) The change request for:
- The Bus Service Improvement Plan (BSIP), approval to accept the additional funding and increase the indicative costs by up to £7,750,442, to £77,724,512 and to extend the BSIP programme delivery date by one year to March 2026
  - An additional BSIP scheme, to be called 'BSIP+ - Protection and Restoration of Bus Services' is included within the BSIP programme, to be funded by the additional Combined Authority contribution of £7,750,442 and that this proceeds through decision point 2 (strategic outline case) and into delivery.



- (ii) The Combined Authority provides funding to bus operators for the 'BSIP+ - Protection and Restoration of Bus Services' scheme by using existing compensation arrangements. The bus routes to be supported and the amount of funding allocated to each bus operator is delegated to the Executive Director of Transport.
- (iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report. Where required, any future committee level approvals are delegated to the Transport Committee.

#### **4. Tackling the Climate Emergency implications**

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

#### **5. Inclusive Growth implications**

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

#### **6. Equality and Diversity implications**

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

#### **7. Financial implications**

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

#### **8. Legal implications**

- 8.1 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.

#### **9. Staffing implications**

- 9.1 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 scheme in this report.

#### **10. External consultees**

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

#### **11. Recommendations (Summary)**

##### **CRSTS - MCard Mobile App Enhancements**

- 11.1 The Finance, Resources and Corporate Committee, approves that, subject to the discharge of conditions:

- (i) The CRSTS – MCard Mobile App Enhancements scheme proceeds through decision point 2 - 4 (business justification case) to activity 5 (delivery).
- (ii) Approval to the Combined Authority costs of up to £525,000 is given. The total scheme cost is £525,000.
- (iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report. Where required, any future committee level approvals are delegated to the Transport Committee.

### **West Bradford – Cycle Superhighway Extension**

11.2 The Finance, Resources and Corporate Committee, subject to the conditions set by the Programme Appraisal Team approves that:

- (i) The TCF West Bradford Cycle Superhighway (Phase 1) proceeds through decision point 4 (full business case) and work commences on activity 5 (delivery).
- (ii) The TCF West Bradford Cycle Superhighway scheme (Phase 2) proceeds through decision point 3 (outline business case) and work commences on activity 4 (full business case).
- (iii) Approval to increase the Combined Authority's contribution by £3,989,429, from £9,140,000 to £13,129,429. This increase is to be funded from TCF Programme contingency funds. The total scheme costs are £26,739,636.
- (iv) An approval to the Combined Authority contribution of £13,129,429 is given:
  - £12,064,636 to deliver the Phase 1 scheme. The total Phase 1 scheme value is £12,064,636
  - £1,064,793 to develop the Phase 2 scheme to full business case
- (v) The Combined Authority enters into an addendum to the existing funding agreement with Bradford Council for expenditure of up to £13,129,429. This will provide £12,064,363 for delivery of the Phase 1 scheme and £1,064,793 to develop the Phase 2 scheme to activity 4 (full business case).
- (vi) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report. Where required, any future committee level approvals are delegated to the Transport Committee.

## **Bus Service Improvement Plan (BSIP) – BSIP+ Protection and Restoration of Bus Services**

11.3 The Finance, Resources and Corporate Committee, subject to the conditions set by the Programme Appraisal Team approves:

(i) The change request for:

- The Bus Service Improvement Plan (BSIP), approval to accept the additional funding and increase the indicative costs by up to £7,750,442, to £77,724,512 and to extend the BSIP programme delivery date by one year to March 2026
- An additional BSIP scheme, to be called ‘BSIP+ - Protection and Restoration of Bus Services’ is included within the BSIP programme, to be funded by the additional Combined Authority contribution of £7,750,442 and that this proceeds through decision point 2 (strategic outline case) and into delivery.

(ii) The Combined Authority provides funding to bus operators for the ‘BSIP+ - Protection and Restoration of Bus Services’ scheme by using existing compensation arrangements. The bus routes to be supported and the amount of funding allocated to each bus operator is delegated to the Executive Director of Transport.

(iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report. Where required, any future committee level approvals are delegated to the Transport Committee.

## **12. Background Documents**

12.1 None as part of this report.

## **13. Appendices**

Appendix 1 – MCard Mobile App Enhancements – Business Case Summary

Appendix 2 – West Bradford – Cycle Superhighway Extension – Business Case Summary

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## Project Overview

Project Title	<b>CRSTS – MCard Mobile App Enhancements</b>
Main Funding Programme	£525,000
Current Forecast Project cost	£525,000
Funding Applied for from the Combined Authority	£525,000

## Scheme Description

This scheme will include improvements to:

- The MCard Mobile app's operating platform
- How users purchase tickets
- How the app reports on sales
- Which tickets can be purchased
- The information provided to passengers via the app
- The ability to offer concessionary fares
- Fraud prevention and functionality

The scheme will be delivered through the Bus Service Improvement Plan (BSIP) programme with the funding coming from the City Region Sustainable Transport Settlement (CRSTS).

The scheme seeks to provide confidence to passengers that they are purchasing the ticket that offers them the best value and improve overall customer satisfaction. This will help facilitate an increase in the number of passengers using the app to purchase tickets.

## Business Case Summary

### Strategic Case

The strategic case highlights that bus passengers in West Yorkshire are among the least satisfied across authority areas in England as they feel buses are not good value for money. Cost of travel and lack of confidence to use the service are cited as key reasons why people do not wish to travel by bus. Making bus travel cheaper, easier, convenient and flexible is needed to encourage patronage. It is also highlighted that the complicated mix of single operator fares, products and retail channels creates confusion and uncertainty among passengers over which is the best value ticket for them. The MCard and its app aims to simplify this by offering good value tickets that can be used on any operator service.

The business case sets out the alignment of the project to the business strategy and aims of the Combined Authority, focusing on the West Yorkshire Investment Strategy and the Bus Service Improvement Plan (BSIP). Improving and promoting bus services in West Yorkshire is a key policy objective in a wide range of strategies and policies to help reduce transport-related carbon emissions, improve inclusive access to jobs, education, housing and leisure activities.

### Economic Case

The economic case provides a summary of the options assessed including how the schemes were considered against the objectives and the Critical Success Factors (CSFs) for the scheme. A preferred option was identified that aligned with all of the CSFs.

#### Commercial Case

The commercial case notes that the existing app provider will be procured via a direct award to deliver the enhancements. This procurement approach, rather than an open market tender, is permitted as it can demonstrate that (Teckal) exemptions apply.

#### Financial Case

A summary of the funding for the scheme has been provided for the enhancements, setting out a total scheme cost of £525,000.

The scheme will be funded through the City Regional Sustainable Settlement (CRSTS) fund which was awarded by the Department for Transport to the Combined Authority in 2022.

#### Management Case

The project will be delivered by the supplier using agile project management methodology, which is proposed to enable iterative design and development of the scheme, as it progresses, and enable the project to respond to change quickly. Yorcard has produced an indicative programme for delivery of the various elements within the project to be completed by 2027.

The project team has engaged with the West Yorkshire Ticketing Company, which has representation from rail and bus operators as well as the Combined Authority. This, together with engagement with Yorcard, was used to develop the indicative scheme composition. Yorcard has also reviewed feedback given by passengers on its app to guide scheme development. Further communication of the scheme is proposed through use of the Combined Authority's marketing team.

### Project Overview

Project Title	West Bradford – Cycle Superhighway Extension
Main Funding Programme	Transforming Cities Fund (TCF)
Current Forecast Project cost	£26,739,636 total £12,116,271 Phase 1 £14,675,000 Phase 2
Funding Applied for from the Combined Authority	££13,129,429 total £12,064,636 Phase 1 £1,064,793 Phase 2

### Scheme Description

The West Bradford Cycle Superhighway (CSH) scheme will deliver high-quality cycle infrastructure and walking improvements along a seven-kilometre route between the city centre and Thornton Village. Phase 1 of the scheme will deliver improvements along a 2.5 kilometre route from the city centre to Cemetery Road.

The scheme is to be delivered through the Transforming Cities Fund (TCF).

The scheme will improve infrastructure which will encourage more people to cycle and walk instead of using a car, reducing congestion levels, and supporting better air quality.

Many of the areas surrounding the proposed cycle route experience high levels of disabilities, as well as income and health deprivation. This scheme supports Inclusive Growth as it will improve opportunities for these communities to access education, employment, and housing through sustainable and cheaper travel choices.

### Business Case Summary

#### Strategic Case

The West Bradford Cycle Superhighway Extension scheme is being delivered through the Department for Transport's (DfT) Transforming Cities Fund (TCF), which aims to drive up productivity through improved connections between urban centres and suburbs by investing in infrastructure to improve transport connectivity.

Thornton Road is one of Bradford's major routes from the west into the city centre, with more than 23,000 vehicles travelling along it every day. The scheme will encourage cycling uptake and create a shift from the car, resulting in reduced congestion levels, improved air quality, and better opportunities for sustainable travel (walking, cycling, bus) to the city centre. This supports objectives of the TCF programme, the West Yorkshire Mayor's 'tackle climate emergency' pledge, and Inclusive Growth, 21st Century Transport, and Climate Emergency priorities of the Strategic Economic Framework (SEF).

Two rounds of public consultation have been carried out (July to September 2021, and August to October 2022) as well as an Equality Impact Assessment (EQIA) to consider impacts and benefits for all user groups.

#### Economic Case

The value for money assessment indicates a Benefit Cost Ratio (BCR) of 1.02:1 for the Phase 1 section of the scheme, judging the scheme as low value for money when assessed against the Department for Transport's value for money criteria.

#### Commercial Case

The scheme procured a Design & Build Contract utilising the SCAPE Framework. The appointed contractor is committed to delivering "at least 20% Social Value Added" and will evidence it using the SCAPE Framework Social Value Portal tool.

#### Financial Case

Total scheme costs are £26,739,636.

The total scheme cost for Phase 1 (City Centre to Cemetery Road) is £12,064,636 and will be fully funded by the Transforming Cities Fund (TCF).

Phase 2 (Cemetery Road to Thornton Village) will be delivered subject to the scheme securing future funding. Development costs of £1,064,793 are required to develop the FBC. Total costs for Phase 2 are £14,675,000, a funding gap currently exists for the delivery of Phase 2.

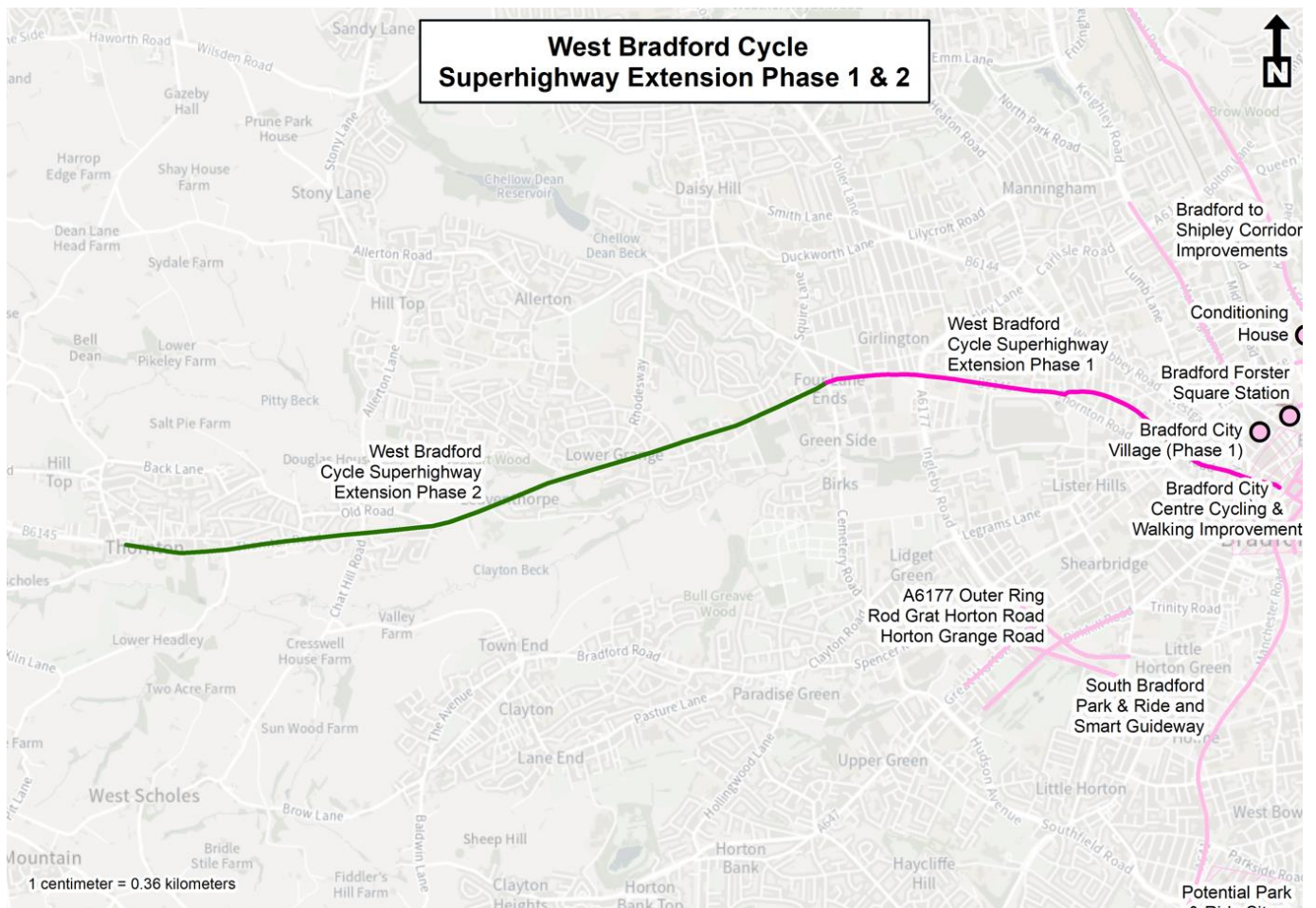
#### Management Case

Bradford Council is the lead promoter and has in place a governance structure and project delivery team to support decision making and business case development activities for the CSH scheme. The CSH scheme is also taken to the TCF Programme Board, the TCF Quality Panel, and is being developed in compliance with the Combined Authority's Assurance Framework.



## Location Map

The following map shows the location of the West Bradford Cycle Superhighway Extension scheme:



Please note, depending on the level of scheme development, the location and scope of the schemes indicated here are indicative only.

For further information on Combined Authority schemes across the Leeds City Region, please refer to: <https://www.westyorks-ca.gov.uk/growing-theeconomy/leeds-city-region-infrastructure-map>

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<b>Report to:</b>	Finance, Resources and Corporate Committee
<b>Date:</b>	2 November 2023
<b>Subject:</b>	<b>Autumn Statement 2023</b>
<b>Director:</b>	Sarah Eaton, Director of Strategy, Communications and Intelligence
<b>Author:</b>	Anna Crump Raiswell, Policy Officer (Strategy)

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

## 1. Purpose of this Report

- 1.1 To inform the Finance, Resources and Corporate Committee of the recent West Yorkshire Submission to the Autumn Statement 2023.

## 2. Information

### Background

- 2.1 On 25 September 2023, HM Treasury asked for written representations to inform the Autumn Statement 2023, with a deadline to submit policy recommendations and suggestions and to explain the deliverability of proposals by Friday 13 October 2023.
- 2.2 West Yorkshire Combined Authority's response was developed through collaboration with policy teams across the Combined Authority, and in partnership with colleagues in Local Authorities through officer groups.
- 2.3 The West Yorkshire Submission to the Autumn Statement contains our key asks of Government to ensure delivery of the West Yorkshire Plan, and our ambitions for deeper devolution.

- 2.4 The submission also collates and articulates our position as a region and a trusted partner of Government to deliver for the people of West Yorkshire.

### **Details of the Final Submission**

- 2.5 The final submission, which was signed off by the Mayor and Local Authority Leaders on 12 October 2023, is now attached at **Appendix 1**. A summary of our strategic asks for the upcoming budget are outlined below:
- West Yorkshire to be included in the next wave of deeper devolution deals to negotiate further **devolution** of funding and powers, to include:
    - **A single settlement.**
    - Support to continue delivery of the **integrated transport system** that West Yorkshire needs including:
      - Assurance of the Government's continued commitment to Mass Transit in West Yorkshire.
      - Delivering strategic rail infrastructure to connect West Yorkshire.
    - **Full devolution of all adult employment, skills and careers funding**
      - A formal role to take forward LSIP implementation.
      - Decision-making role on skills capital.
      - Special status for our joint action plan with DWP.
      - Official pilots on technical education and creative/cultural sector.
      - Official pilot for employment support / work and health.
    - Long-term flexible **devolved funding and powers for net zero**, including:
      - Retrofit of West Yorkshire's homes.
      - A formal role in planning the future regional energy system.
      - Electric vehicle infrastructure and zero emission buses.
  - Certainty, stability and **fairness in Local Government Funding**.
  - Local leadership of the **affordable homes programme**.
  - A fair **police funding** system.
  - Supporting transport investment with **investment in connectivity** more broadly, including broadband.
  - Commitment to **£62.9 million** of additional investment from government, to further safeguard our region, through delivery of our **capital flood risk management infrastructure**.

- Certainty over **Business Rate Relief** for Cultural Venues.
- Long-term sustainable funding to ensure continued **support to businesses**.

2.6 The supporting letter, which accompanies the submission to government, confirms that the Combined Authority has detailed plans to support its recommendations. An offer to host a meeting with the Chancellor in West Yorkshire has also been extended by the Mayor, to demonstrate priorities for the region and support further future joint collaborative working.

### **3. Tackling the Climate Emergency Implications**

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

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

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

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

5.1 The submission outlines a number of strategic asks which would result in increased autonomy to deliver programmes of work across West Yorkshire. This would enable the Combined Authority to ensure that resources are targeted to meet the diverse needs of communities across the region.

### **6. Financial Implications**

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

### **7. Legal Implications**

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

### **8. Staffing Implications**

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

### **9. External Consultees**

9.1 No external consultations have been undertaken.

### **10. Recommendations**

10.1 That the Finance, Resource and Corporate Committee notes the West Yorkshire submission to HM Treasury for the Autumn Statement 2023.

## **11. Background Documents**

There are no background documents referenced in this report.

## **12. Appendices**

Appendix 1 – West Yorkshire Representation to HM Treasury for Autumn Statement 2023.

Rt Hon Jeremy Hunt MP  
Chancellor of the Exchequer  
HM Treasury

13 October 2023

Dear Chancellor,

## **AUTUMN STATEMENT 2023**

I am writing to present West Yorkshire Combined Authority's submission for the upcoming Autumn Budget. You asked that our returns provide policy suggestions for the upcoming fiscal event and explain the deliverability of proposals. Our submission shows how West Yorkshire can work with government to deliver.

In May, West Yorkshire Leaders and I signed off our bold [West Yorkshire Plan](#), which sets out our vision to be a place that works for all, an engine room of ideas where anyone can make a home. Our plan is underpinned by five ambitious missions, which will drive our work to 2040.

We have the drive to deliver for the people and businesses of West Yorkshire, but our plans cannot be met if our Local Authorities are unable to sustainably deliver the vital services for residents and communities. Fair and sustainable local government funding is the foundation of all our work, without which we cannot deliver our transformative ambitions to grow West Yorkshire, and the North.

We recognise the value of working together and the benefits this brings. We know that we can't realise our vision and missions in isolation and will continue to work in partnership with government and with local partners to deliver. To enable West Yorkshire to realise its full potential and to enable our missions to be achieved, our strategic asks for this budget, are:

- Certainty, stability and **fairness in Local Government Funding**
- West Yorkshire to be included in the next wave of deeper devolution deals to negotiate further **devolution** of funding and powers, to include:
  - A **single settlement**
  - Support to continue delivery of the **integrated transport system** West Yorkshire needs including:
    - Assurance of the Government's continued commitment to Mass Transit in West Yorkshire.
    - Delivering strategic rail infrastructure to connect West Yorkshire.
  - **Full devolution of all adult employment, skills and careers funding**
    - A formal role to take forward LSIP implementation.
    - Decision-making role on skills capital.
    - Special status for our joint action plan with DWP.
    - Official pilots on technical education and creative/cultural sector.
    - Official pilot for employment support / work and health.



- Long-term flexible **devolved funding and powers for net zero**, including:
  - Retrofit of West Yorkshire's homes.
  - A formal role in planning the future regional energy system.
  - Electric vehicle infrastructure and zero emission buses.
- Local leadership of the **affordable homes programme** and **further funding for homes on brownfield land**.
- A fair **police funding** system
- Supporting transport investment with **investment in connectivity** more broadly, including broadband.
- Commitment to **£62.9 million** of additional investment from government, to further safeguard our region, through delivery of our **capital flood risk management infrastructure**.
- Certainty over **Business Rate Relief** for Cultural Venues.
- Long-term sustainable funding to ensure continued **support to businesses**.

We have detailed plans which sit behind our submission, and I am happy to host you in West Yorkshire to further demonstrate our priorities for the region and how we can work together for a better future.

Yours sincerely,

Tracy Brabin  
**Mayor of West Yorkshire**



## **West Yorkshire Submission to the Autumn Statement**

### **Local Government Finance**

Our Local Authorities play a critical role in economic growth, supporting communities and providing vital services so residents and businesses can thrive. But since 2010 our 5 Local Authorities have seen budget cuts of hundreds of millions of pounds. Across our region there are significant funding pressures, especially in children's services, temporary accommodation and mental health services. Costs for children's services are increasing due to the increased complexity of demand: costs of placements and secure accommodation are increasing significantly.

There must be early clarity about the settlement for coming years, including the public health grant for each Local Authority.

### **Deeper Devolution**

We have a vision and plan for West Yorkshire, to be a place that works for all, a prosperous, happy, well-connected, sustainable and safe region. To meet our ambitions and missions, we need power and funding to be closer to the people of West Yorkshire, so we can deliver for them. Deeper devolution will allow us to do this.

### **Single Settlement**

Competitive bidding creates unnecessary distraction from the vital work to deliver for our region, it is time-consuming with over-engineered processes diverting resource into project management and administration with little added value for communities. Restrictive criteria, alongside short timescales stifles innovation and leads to siloed approaches with curtailed ambition. With greater control and powers much more can be delivered. A single settlement would allow us to reduce bureaucracy and improve inefficiencies meaning more funding for programmes, and a greater focus on the outcomes that matter for residents.

This should also include future funds under the UK Shared Prosperity Fund post March 2025. As the launch of the UKSPF was delayed, resulting in a funding hiatus post EU Structural Funds, it will be important to avoid repeated cliff edge situations where well-established programmes of delivery and key delivery partners are left with no future. It will be important to learn lessons from the current delivery to avoid bureaucracy and unintended outcomes, ensuring funding is spent on delivery not administration.

We have a long track record of delivering and the robust accountability in place to maximise flexible funding. In return for access single settlement, WYCA are open and committed to the government's scrutiny protocol, ensuring a gold standard of good governance and scrutiny within the Combined Authority.

A single settlement should also include continuation of the transport funding provided through CRSTS. This funding commitment should be maintained through into the next parliamentary term, allowing us to continue to plan with confidence for the next CRSTS period starting in 2027.

In addition, devolving departmental budgets to the Combined Authority where they would otherwise be used in competitions would better support West Yorkshire in meeting its net zero targets. This is due to a greater understanding at the regional and local level of the interventions that will be needed to meet net zero. The funding would not be ring fenced for

any specific net zero activity, being agile enough to flex according to changing priorities and need.

### **Integrated transport system for West Yorkshire: Mass Transit**

We have vision for a new form of transport for West Yorkshire. Alongside cycling and walking, and bus and rail, we see Mass Transit as essential to help our communities thrive and our economy flourish, bringing people and places closer together.

Mass Transit will require significant investment but will deliver substantial benefits to West Yorkshire, supporting growth and regeneration across the region.

Mass Transit will: Help combat climate change and provide climate resilient infrastructure, connect West Yorkshire's important places, support levelling up and help rebalance the economy, improve health & well-being, support economic recovery.

At this stage we anticipate that in excess of £1 billion in CRSTS will be required towards initial funding programme in the CRSTS 2 period (2027-32) and then further levels of investment through the 2030s.

### **Full devolution of adult employment, skills and careers funding, and recognition of the systems leadership role**

The Combined Authority has a proven track record in delivering devolved skills programmes including Adult Education Budget, Free Courses for Jobs and Skills Bootcamps. From the £65million budget for devolved AEB we have supported 43,000 learners in the first year, an increase of 7% on the previous year, with 8,700 West Yorkshire residents having attained their first ever qualification, a 6% increase in learners supported, with 41% of funds being spent on people from disadvantaged areas.

Devolution has also allowed us to quickly deliver targeted commissioning of Bus Driver Training, a key skills gap in the region.

Devolution of adult skills funding will allow West Yorkshire to further respond to the skills demands of our region, including emerging skills needs in engineering and transport to deliver Mass Transit for West Yorkshire, as well as emerging industries such as digital and tech. To build on this and to contribute the UK economy and a highly skilled productive workforce, increased investment in West Yorkshire is needed in the following areas:

**Decision-making role on skills capital:** such as LSIF and towards full devolution of capital funding, to ensure that investment is made in line with local plans and skills requirements.

**Recognition for the systems leadership role:** There are strong partnerships between employment and skills, and work and health. Formal recognition for these such as the joint action plan at the regional level with DWP to improve shared outcomes, formal role in the implementation of local skills improvement plans and funding for further education estate should be formally recognised.

**Careers inspiration and enterprise education:** Devolution of all careers budgets and increased investment in the future of the workforce and to support people of all ages to fulfil their ambitions is central to future innovation and productivity in the UK.

This will allow us to support adults and young people, affected by the pandemic, with disruption to their education and social opportunities. Economic inactivity is also proving to be a lasting legacy affecting young people and those over 50 the most.

**Post 16 skills:** Devolution of skills bootcamps would simplify the system for individuals and employers who access it and for the educators delivering it through devolved and strategic commissioning of all adult skills programmes. A formal role in implementation of Local Skills Improvement Plans (LSIPs) and oversight of post-16 technical education planning and implementation to ensure provision meets employer needs and that take up of technical pathways are informed by SMEs and take-up of technical learning and qualifications is increased.

**Higher Level skills:** SMEs comprise 99.5% of our business population within West Yorkshire, retention of those high-level skills is essential to the region's productivity. Piloting approaches to give SMEs, universities and graduates the support they need with onboarding and training that would address challenges around skills gaps, recruitment, and retention in key sector areas, such as the creative/cultural sector.

**Employment support:** We have a long track record of delivering targeted and intensive employment support, through Local Authorities, with over 10,000 people supported since 2019. Greater devolution of employment service and support would allow us to better align this with devolved skills funding, particularly for basic maths, English and digital skills, to get more people into work in West Yorkshire. Flexibility to deliver pilots on technical education and creative/cultural sector and to support employers to support the most vulnerable in the labour market – especially those who are considered inactive for reasons of long-term health conditions - is also key to support more people into work. Recognition for the joint work taking place regionally with DWP to improve outcomes for residents would be welcomed.

## **Net Zero**

Long-term flexible devolved funding and powers for net zero, including:  
Dedicated the retrofit of West Yorkshire's homes, including freedoms and flexibilities relating to the installation of measures across the social housing stock.

A formal, decision-making role in planning the future regional energy system recognising the value of Local Area Energy Planning in informing this process. And further support for the deployment of electric vehicle infrastructure and zero emission buses.

## **Building new homes and communities**

One of our core missions of our West Yorkshire Plan is to provide safe and secure, truly affordable and high-quality housing offer that meets the needs of people and communities in West Yorkshire. Our Strategic Place Partnership with Homes England laid the foundations for a joined-up approach between public sector partners to accelerate the delivery of good quality, well connected places and affordable, sustainable homes in the region.

Our partnership recognises the importance of building more than just homes and we are absolutely focussed on boosting the delivery of affordable homes. There are multiple funding programmes to support the delivery of new homes which ideally we want to see simplified and devolved. As a first step local leadership in the affordable homes programme

would allow us to ensure that West Yorkshire can deliver on its full potential for affordable housing, which would be supported through The West Yorkshire Housing Partnership, which brings together 16 registered providers in the region, an established body with strong links to Homes England. With work still to be done to bring forward homes on brownfield we would like to see an extension of this funding but with greater freedoms and flexibilities that align with our local economic context.

### **Police Funding**

To deliver a Safe, Just and Inclusive West Yorkshire requires a fair police funding settlement. West Yorkshire Police is the fourth largest police force in England and Wales with the second highest recorded crime per head of population but only the 12<sup>th</sup> highest in terms of funding per head. The West Yorkshire Force is graded as ‘outstanding’ for strategic planning, organisational management and value for money but the projected budget shortfall for 2025-26 is £15.5m rising to £25.1m for 2026-27.

Between 2010 and 2020 West Yorkshire Police has seen an overall real term reduction in Government funding of around £140million, which is in the context of increasing demand in terms of both volume and complexity. This erosion of central Government funding has led to increased reliance on Council Tax precept receipts – which is widening the inequality in police funding for areas like West Yorkshire, with lower-cost housing and higher levels of deprivation, can’t raise as much from Council Tax; prompting His Majesty’s Inspector of Constabulary to note that ‘the system used to allocate police funding isn’t fit for purpose’ (HMICFRS, State of Policing, 2022)

### **Integrated transport system for West Yorkshire: Strategic Rail Infrastructure**

Leeds rail station is a major transport hub, but is also a bottleneck for the local, and regional rail network. To accommodate the forecast passenger footfall, it will require significant investment on both pedestrian capacity, and station capacity will require additional platforms and tracks in both Leeds and elsewhere in West Yorkshire to accommodate additional services proposed in TRU and NPR.

West Yorkshire has ambitious plans for our railways, and our strategic priorities for delivering capacity for growth, improving station facilities and train services, decarbonisation and freight. From a national connectivity perspective this requires addressing the strategic rail connectivity gaps between Bradford – Manchester, Leeds – Sheffield and between West Yorkshire and Birmingham and the East Midlands.

To achieve these requires delivery of the NPR network in full, a new station in Bradford, and capacity improvements in and around Leeds.

### **Digital connectivity**

The Government is aiming for 85% of the population to have gigabit broadband by 2025, and for at least 99% by 2030. Currently known commercial and public sector investment is likely to get West Yorkshire to c.90% gigabit coverage. There is a role for the public sector (particularly at the regional level) in unlocking gigabit coverage. Accelerating commercial investment will secure the benefits sooner, particularly in our rural, ‘hard to reach’ areas and key transport corridors. We would welcome a local partnership with Building Digital UK (BDUK) to allow us to go further and faster with gigabit capable broadband roll out in West Yorkshire.

### **Flooding investment**

Across West Yorkshire we have a strong track record of partnership working, our partnership is driven by the coordination and structure provided by the Yorkshire Regional Flood and Coastal Committee (YRFCC) which has fostered an understanding that our flood issues and opportunities across the region are interrelated. Recognising that resilience in relation to flooding is about enabling growth and investment as well as better protection of property and infrastructure.

To further safeguard the people, businesses and places of our region, the Combined Authority is making this significant investment up to £22 million in property-level climate and flood resilience, alongside capital flood risk management infrastructure. We currently require additional investment of £62.9 million to fully implement our programme.

### **Business Rates Relief Scheme for the Creative Sector**

Our creative sector has a vital role to play in growing our economy. But our cultural venues – including live music venues - are under threat due to the lasting effects of the cost-of-living crisis. If business rates for music and cultural venues (currently reduced by 75% for the first £110,000) revert to 100% in April, this may send many of our beloved venues out of business. We must protect a sector that contributes such a vital R&D role in our world leading music sector, and we request that government extend the current business rate relief of 75%.

### **Business Support**

We once again urge the Chancellor to commit to providing long-term sustainable funding to ensure continued support to businesses on innovation, planning, investment readiness, investment in technology and equipment, skills and training, international trade, reducing emissions and waste, good work and the Growth Service.

We call on the Chancellor to provide clarity on the future of the Help2Grow programme. We recognise the vital need for support to encourage business behaviours that we know will lead to more productive and resilient businesses. The H2G programme is a great example of such support and across the wider Yorkshire region has seen above average levels of take-up. Removing this support at such a difficult time for our economy risks further widening the gap between West Yorkshire and the rest of the UK.

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