

CORPORATE SCRUTINY COMMITTEE

**MEETING TO BE HELD AT 10.00 AM ON FRIDAY, 22 SEPTEMBER
2023**

**IN CONFERENCE ROOM 1/2, WELLINGTON HOUSE, 40-50
WELLINGTON STREET, LEEDS, LS1 2DE**

A G E N D A

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

- 1. APOLOGIES FOR ABSENCE**
To note apologies and confirm the quorum of 11 members is met.
- 2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**
- 3. POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**
- 4. MINUTES OF THE LAST MEETING HELD ON 20 JANUARY
2023**
(Pages 1 - 6)
- 5. NOTES OF THE INFORMAL MEETING HELD ON 10 MARCH
2023**
(Pages 7 - 10)
- 6. CHAIR'S COMMENTS AND UPDATE**
- 7. SCRUTINY AND GOVERNANCE ARRANGEMENTS**
(Pages 11 - 28)
- 8. CORPORATE SCRUTINY WORK PROGRAMME**

(Pages 29 - 34)

9. STRATEGIC FOCUS AND PERFORMANCE MONITORING

(Pages 35 - 74)

10. ASSURANCE FRAMEWORK

(Pages 75 - 80)

11. DATE OF THE NEXT MEETING - 24 NOVEMBER 2023

Signed:

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

**Managing Director
West Yorkshire Combined Authority**



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

Present:

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

In attendance:

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

20. Apologies for absence

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

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

21. Declarations of Disclosable Pecuniary Interests

There were no declarations of disclosable pecuniary interests.

22. Possible exclusion of the press and public

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

23. Minutes of the last meeting held on 18 November 2022

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

24. Chair's comments and update

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

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

25. Budget, Business Planning and Workforce 2023/24

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

Discussion and questions centered around the following points:

Staffing, vacancies and business plans:

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

Integrated Corporate System (ICS) and financial information:

- Budget holders conduct monthly reviews to identify any risks, concerns and compare the actual spend to the forecasted budget.
- The new integrated finance system scheduled to go live before 1 April

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

Budget setting process:

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

Inflation:

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

Service provision & prioritisation:

- The delivery of the Combined Authority's statutory concessionary travel scheme must be prioritised.
- The Combined Authority's biggest spend was on transport through the transport levy (also the main source of income) which would have to be assessed to see if things could be done more efficiently.
- It was confirmed that bus franchising was under consideration and work is underway to work towards it through the statutory process.

- Bus tendered services were considered a concern. As pressure on the budget builds, it gets more difficult to fund these services and issues in the commercial bus market is increasingly putting pressure on the Combined Authority to subsidise more and more socially necessary services.

Capital Projects:

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

Operational Income:

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

Office Accommodation:

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

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

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

26. Assurance Framework Update

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

The Assurance Framework must be reviewed annually by government, although the CA had not yet received the updated guidance. The Combined

Authority must stick to government guidance and there were certain things that couldn't be changed as they would not get approval on economic case for most projects particularly on transport projects for which government TAG guidelines must be used.

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

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

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

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

27. Corporate Scrutiny Work Programme

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

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

28. Date of the next meeting - 10 March 2023

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

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Notes of **Informal** Corporate Scrutiny Committee on 10 March 2023

Item 1 – Apologies

Attendees: Cllrs Geoff Winnard, Betty Rhodes, Brenda Monteith, Paul Davies, Alun Griffiths, Mike Barnes, Moses Crook, Rachel Melly, Peter Harrand, Susan Lee-Richards, Jane Dowson, and Sam Harvey.

Apologies: Cllr Carol Thirkill and David Jones.

Officers: Khaled Berroum, Melanie Corcoran, James Nutter, Hannah Scales and Angela Taylor.

Skipped Items 2&3 due to the meeting being informal.

Item 4 – Minutes of the last meeting held on 20 January 2023

Item 5 – Chair's comments and update

The Chair welcomed members and wished to minute his thanks to Councillor Peter Harrand for his service to the committee and previous Overview and Scrutiny Committees over the years.

Item 6 – Business plans and budget 2023/24

The committee received a report which advised of the approved business plan and budget for 2023/24. The Transport Levy remained cash frozen, recognising the difficult financial environment in which all local government is setting budgets. It has proposed that some non-recurring savings would be set aside and put in a ring-fenced reserve for transport related projects or to support expected pressures on the bus tendered services budget... Further government funding to support bus recovery was confirmed after the budget was set and further reports will set out the consequences and impact of this.

Budget update

Funding Gap: Members asked questions around how the £462k funding gap previously reported had been closed. This was achieved through many small refinements across numerous budget heads such as the revised pension rates, updated inflation estimates, the review of contracts and resulting in a forecast small surplus.

Risk and Vacancy Savings: The pay award had been set at 4% in line with all five West Yorkshire local authorities. It was likely that the CA would over-achieve on the vacancy saving set which would help to offset any increase in salaries above that budgeted figure. The inclusion of a vacancy saving reflects the impact of the timing differences that incur as a result of normal recruitment timescales and the Committee queried the impact on others of these vacancies. In some instances, interim support and consultancy had been procured but the approach taken varied between teams.

Longer-term vacancies are not carried indefinitely, they are considered further – whether the post was still required in its original capacity, why the post might not be attracting the right people, etc.

Transport Levy (the levy): Members questioned whether it was realistic that the levy remained frozen. It was emphasised that the CA worked in partnership with the Districts, for the good of the region and a decision on the approach to the levy is made collectively taking the wider matters into account. In the coming years a levy increase could be the way forward to assist in balancing the budget but that would be discussed in the round.

Bus-tendered Services: The CA had a general duty around bus-tendered services as opposed to a statutory one; therefore, members could decide not to support the network in part or in full which would cause challenges. Despite most areas of spend more straightforward to forecast, bus tendered services are currently very volatile.

£2 Mayor's Fare: The government scheme of the £2 fare did not apply for the majority of West Yorkshire, with the local Mayors Fares (intended to be for 3 years) being a different scheme set up well in advance of the government's one. The intention was to encourage increased patronage and in turn produce increased revenue. Evaluation of the success of the scheme is underway.

The committee requested that in future an overview of the business and budget plans is submitted in their initial stages to allow for the overview aspect of the committee's function and so that the committee could add value before the two plans were aligned.

Business Planning

The CA had moved to an outcome led operating model. The business plans were developed through logic mapping, which aimed to determine what each team would be doing and what the desired outcomes were.

Accountability: The Directors were accountable for the delivery of the business plans. The business plans were centrally monitored through the reporting of Key Performance Indicators and exception reporting on outcomes. Reporting had been somewhat 'bogged down' in a lot of process and detail which the CA aimed to improve to make the activity simpler and less process focussed. Through aligning spend with outcome delivery and monitoring spend, risk and performance there should be early warning on which impacts the CA might struggle to deliver. It was hoped that the early warning would give time to consider options and address members about the difficult decisions to be made.

Pressures and Resource: Members questioned whether the business plans were realistic with pressures on resource and heard that the Directors had signed up to the business plans and therefore one could only assume Directors were confident the plans could be delivered. The main concern was around how much confidence the CA could have in the stability of the workforce.

Workforce: The certainty of delivery was heavily dependent on staffing levels. With the current staffing level the business plans could be achieved but it was important that

this was monitored regularly. The CA had been proactive in recruitment and there had been an increase in responses to job adverts.

Social Value and Carbon Impact: The Commercial Team had different tiers for procurement, teams were allowed to process smaller procurement independently. The CA aimed to have social value integrated into infrastructure schemes and therefore brought the value of the contract as low as possible. The £60k cap was deemed the lowest value that the CA could set where it was insisted that social value was included in the contract.

It was a concern that the committee met infrequently and that matters should be brought to committee at an earlier stage so that the committee could efficiently scrutinise.

Item 7 – Update - Integrated Corporate Systems

The committee received a report which provided an update on the Integrated Corporate System (ICS) project. The new ICS combined the three separate existing HR, finance and payroll systems which was going to achieve much better efficiencies and provide improved access to information in an immediate way.

Implementation of the ICS project had been underway for just over a year in earnest. The previous 'go live' set before Christmas was based on the supplier's plan and was a challenging timescale for such a large project. The HR and Finance elements had been signed off; payroll was the last part to be completed before a 'go live' date could be confidently provided. The project had been delayed due to the interpretation and understanding of how parts of the payroll processing worked. The CA had a good relationship with the contractor but had held a hard line, payments had been held and the contractor was owed a significant amount of money which would not be paid until work was completed up to standard.

The committee looked forward to receiving further progress reports on the realisation and benefits of the ICS project.

Item 8 – Corporate Scrutiny Work Programme 2022/23

The committee received and noted the final, summarised Corporate Scrutiny Work Programme for the 2022/23 municipal year.

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Report to: Corporate Scrutiny Committee

Date: 22 September 2023

Subject: **Scrutiny and governance arrangements**

Director: Alan Reiss, Chief Operating Officer

Author: Hannah Scales, Scrutiny Support Officer

1. Purpose of this report

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

2. Information

Terms of Reference - Corporate Scrutiny Committee

- 2.1 At the Annual Meeting, the Combined Authority resolved to appoint the Corporate Scrutiny Committee, with the terms of reference as attached at **Appendix 1**. It also appointed two other scrutiny committees covering Transport/Infrastructure and Economy issues.

Scrutiny Standing Orders and Constitution

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

Meeting dates and quorum

- 2.3 As in previous years, four meetings have been agreed for each scrutiny committee for the 2023/24 municipal year, once every two months between September and March, with a work planning meeting in July. Furthermore, one meeting has been designated as a dedicated Mayor's Question Time session. The meetings dates are as follows:

- 22 September 2023, 10am
- 24 November 2023, 10am
- 19 January 2024, 10am – Mayor’s Question Time
- 8 March 2024, 2pm (*moved from 15 March at 10am*)

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

Membership

- 2.5 Legally speaking, a combined authority overview and scrutiny committee must reflect “so far as reasonably practicable the balance of political parties prevailing among the *constituent councils*¹ when taken together”.
- 2.6 The political balance requirements were recalculated following the 2023 local elections and it remained somewhat the same as previous years with little change overall. As there are three scrutiny committees, the political balance is calculated across the three committees to allow for the greatest level of representation of all parties which qualified. Of the 48 scrutiny members; 27 are Labour, 12 are Conservative, 6 are Liberal Democrat, 2 are Green and 1 is from an Independent Group (Morley Borough Independents).
- 2.7 All scrutiny members must be formally appointed at the Combined Authority’s annual meeting, in accordance with the nominations put forward by each council. Changes in scrutiny membership between Combined Authority meetings can be ratified by delegated responsibilities given to the Monitoring Officer and Deputy Monitoring Officer.
- 2.8 The Corporate Scrutiny Committee members this year are as follows:

Member	Council	Party
Alun Griffiths	Bradford	Liberal Democrats
David Nunns	Bradford	Conservative
Ralph Berry	Bradford	Labour
Mike Barnes	Calderdale	Labour
Brenda Monteith	Calderdale	Conservative
Rahat Khan	Calderdale	Labour
Susan Lee-Richards	Kirklees	Green
Jo Lawson	Kirklees	Labour
Moses Crook	Kirklees	Labour
Barry Anderson	Leeds	Conservative
Jane Dowson	Leeds	Labour
Paul Wray	Leeds	Labour
Samantha Harvey	Wakefield	Conservative
Richard Forster	Wakefield	Labour

¹ Meaning West Yorkshire councils

Betty Rhodes	Wakefield	Labour
Andrew Waller	York	Liberal Democrats

2.9 The committee welcomes the following as new members:

1. David Nunns
2. Ralph Berry
3. Rahat Khan
4. Jo Lawson
5. Barry Anderson
6. Richard Forster
7. Andrew Waller

Scrutiny Chair

- 2.10 Current legislation requires a Scrutiny Chair to be from a different political party to the Mayor (or the party that “has the most representatives among the members of the constituent councils on the combined authority”). The current Mayor Tracy Brabin represents the Labour Party and therefore a Scrutiny Chair cannot be a member of the Labour Party. This principle also applies to any deputy chair.
- 2.11 Cllr Barry Anderson was nominated and appointed by the Combined Authority as the new Chair of the Corporate Scrutiny Committee at the annual meeting in June, and Cllr Brenda Monteith was nominated and appointed as the new Deputy Chair.

Substitutes

- 2.12 Scrutiny Standing Order 1 allows members of one scrutiny committee to substitute for members of other scrutiny committees, from the same party and district. Substitutes count in the quorum and can vote on behalf of the member they are substituting for. Members who do not have a member from the same party and district on another scrutiny committee, may appoint a full-time substitute – this year, these members are;
1. Alun Griffiths, Lib Dem, Bradford (*substitute, Aislin Naylor*)
 2. Susan Lee-Richards, Green, Kirklees (*substitute, Andrew Cooper*)
 3. Andrew Waller, Lib Dem, York, (*substitute to be confirmed*)

Code of conduct for members and declaring pecuniary interests

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

Statutory scrutiny guidance

- 2.15 The last statutory guidance ([‘Overview and scrutiny: statutory guidance for councils and combined authorities’²](https://www.gov.uk/government/publications/overview-and-scrutiny-statutory-guidance-for-councils-and-combined-authorities)) was issued by the government in May 2019. [Scrutiny Standing Order 16](#) obligates the Overview and Scrutiny Committee and the Combined Authority to have regard to any new and updated guidance issued by the Secretary of State.

3. Tackling the Climate Emergency Implications

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

4. Inclusive Growth Implications

- 4.1 The terms of reference require this, and all committees, to promote inclusive growth in its actions.
- 4.2 It is proposed that each decision-making committee continues to designate an Inclusivity Lead. This will ensure that equality, diversity, and inclusion is fully embedded in the objectives of the committees.

5. Equality and Diversity Implications

- 5.1 The terms of reference require this, and all other committees, to consider equality and diversity in its actions and decision making.
- 5.2 The diversity of the committee will be kept under review and steps will be taken, in future recruitment campaigns, to ensure as far as possible that the membership is representative of the population we serve.

6. Financial Implications

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

7. Legal Implications

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

8. Staffing Implications

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

9. External Consultees

- 9.1 No external consultations have been undertaken.

10. Recommendations

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

- 10.1 That the Corporate Scrutiny Committee notes the scrutiny and governance arrangements for 2023/24.

11. Background Documents

[Scrutiny Standing Orders](#) (Part 4, Section 6 of the Constitution) (2023/24)

[Constitution, West Yorkshire Combined Authority](#)

All other governance documents for the Combined Authority can be found [here](#).

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

12. Appendices

Appendix 1 – Corporate Scrutiny Committee Terms of Reference

Appendix 2 – Scrutiny Standing Orders

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Part 3

Section 2.3 - Terms of Reference

Corporate Scrutiny Committee

The Corporate Scrutiny Committee is authorised in relation to:

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

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

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

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

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

⁴ This includes any matter considered by the LEP.

Document version control	
Municipal Year:	2023-24
Version:	1- 23/24
Document approved by:	The Combined Authority
Date:	22 June 2023
To be of effect from:	22 June 2023

Part 4 – Procedure Rules

Section 4.6 – Scrutiny Standing Orders

1. Membership

- 1.1. Members of an overview and scrutiny committee are appointed in accordance with Article 8 (Overview and Scrutiny) in Part 2 of the Constitution.
- 1.2. A member of any overview and scrutiny committee may substitute for any member of a different overview and scrutiny committee from the same party and district.
- 1.3. Where a member has no substitute alternate from the same party and district on another overview and scrutiny committee, an additional substitute from the same party and district may be nominated and appointed to act as their substitute.
- 1.4. A Substitute may only act in the absence of a member where the member will be absent for the whole of the meeting.
- 1.5. A Substitute may not exercise any special powers or duties exercisable by the member for whom they are substituting¹.

2. Voting

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

3. Chair

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

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

Constitution².

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

4. Conflicts of Interest

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

5. Quorum

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

6. Working Groups

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

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

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

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

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

8. Scrutiny of the LEP

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

9. Meetings

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

9.2. An extraordinary meeting of an overview and scrutiny committee may be called by:

- the Chair of the committee, or
- any five members of the committee from at least two different Constituent Councils.

10. Attendees

10.1. An overview and scrutiny committee or sub-committee may require the Mayor or any other Combined Authority Member or an officer³ of the Combined Authority to attend before it to answer questions⁴ or to provide information about any matter within its terms of reference.

10.2. Where a committee or sub-committee requires the Mayor or any other Combined Authority Member or officer to attend, the Scrutiny Officer shall inform that person in writing giving at least 5 clear working days' notice of the meeting. The notice will state:

- the date of the meeting they are required to attend,
- the nature of the item, and
- whether they must produce any papers for the committee.

10.3. The Mayor, any other Combined Authority Member, or officer must comply with any notice they are given.

10.4. Where, in exceptional circumstances, the person is unable to attend on the required date, the overview and scrutiny committee shall consult with the person to arrange an alternative date.

10.5. An overview and scrutiny committee or sub-committee may invite other people⁵ to attend any meeting to:

- address it,
- provide information,
- discuss issues of local concern, and/or
- answer questions.

10.6. Each member of an overview and scrutiny committee or sub-committee will be given the opportunity to ask attendees questions, contribute and speak.

³ The expectation is that this would be the Combined Authority's Chief Executive or other senior officer who has exercised delegated authority in respect of an issue, or their nominee.

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

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

10.7. Attendees assisting the committee must be treated with respect and courtesy.

11. Reports and Recommendations

- 11.1. An overview and scrutiny committee or sub-committee may make reports or recommendations to the Combined Authority⁶ or the Mayor.
- 11.2. If an overview and scrutiny committee or sub-committee cannot agree a final report, a minority report may be prepared and submitted as an appendix to the majority report.
- 11.3. An overview and scrutiny committee or sub-committee may publish any report or recommendations, subject to Standing Order 13.
- 11.4. Where in the opinion of an overview and scrutiny committee, any report or recommendation relates significantly to any LEP activity or to LEP governance, the report or recommendation shall also be submitted to the LEP Board for consideration in a timely manner. Any response of the LEP Board shall be reported back to the overview and scrutiny committee or sub-committee which made the report or recommendation⁷.
- 11.5. Where in the opinion of an overview and scrutiny committee, any report or recommendation is of particular significance to any Constituent Council or the Non-Constituent Council over and above any other Council, the report or recommendation shall also be submitted to that Council for consideration. Any response of that Council shall be reported back to the overview and scrutiny committee or sub-committee which made the report or recommendation.

12. Notice

- 12.1. An overview and scrutiny committee or sub-committee may by notice require the Combined Authority or the Mayor within 2 months of receiving any report or recommendations or (if later) the notice, to:
 - consider the report or recommendations,
 - respond to the overview and scrutiny committee or sub-committee indicating what (if any) action the Combined Authority or the Mayor proposes to take,
 - publish the response, if the overview or scrutiny committee or sub-committee has published the report or recommendations, subject to Standing Order 13 below.

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

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

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

13. Publishing a Document: Confidential and Exempt Information

- 13.1. Standing Order 13.2 applies to the publication of any document comprising a report or recommendations of an overview and scrutiny committee or sub-committee, or a response of the Combined Authority or the Mayor to any such report or recommendations.
- 13.2. In publishing the document the overview and scrutiny committee, sub-committee, the Combined Authority or the Mayor must exclude any confidential information⁸ and may exclude any relevant exempt information⁹, see further the Access to Information Rules in Part 4 of the Constitution.
- 13.3. When providing a copy of a document, the overview and scrutiny committee, sub-committee, the Combined Authority or the Mayor may exclude any confidential information or relevant exempt information.
- 13.4. Where information is excluded, the overview and scrutiny committee, sub-committee, the Combined Authority or Mayor:
- may replace so much of the document as discloses the information with a summary which does not disclose that information, and
 - must do so if, in consequence of excluding the information, the document published would be misleading or not reasonably comprehensible.

14. Call-In of Decisions

- 14.1. The following decisions may be called-in for scrutiny:
- any decision of the Combined Authority¹⁰ or of any decision-making committee of the Combined Authority¹¹, and
 - any Key Decision taken by the Mayor, other Combined Authority Member (on behalf of the Mayor) or an officer.

with the exception of:

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

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

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

¹¹ With the exception of the Governance and Audit Committee.

- any decision which the decision-maker has resolved is urgent¹².
 - any decision relating to approving or amending governance arrangements.
- 14.2. **Five members of the overview and scrutiny committee** to include **at least one member from two different Constituent Councils** may call-in a decision eligible for call-in by notifying the Scrutiny Officer by 4pm on the **fifth working day** following publication under Standing Order 14.3 or 14.4.
- 14.3. The Head of Legal and Governance Services shall publish details¹³ of any decision taken at a meeting of **the Combined Authority or committee** eligible for call-in within **2 clear working days** of a meeting.
- 14.4. Any other **Key Decision taken by the Mayor, a Combined Authority Member** (on behalf of the Mayor) **or** taken by **an officer** will be published as a written record within **2 clear working days** of the decision being made, see further Article 13 (Decision Making) in Part 2, and the Access to Information Rules in Part 4 of the Constitution.

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

- 15.1. An urgent decision may be implemented immediately¹⁴.
- 15.2. Any other decision of the Combined Authority or a committee, or Key Decision taken by the Mayor, any other Combined Authority Member (on behalf of the Mayor) or an officer may be implemented after **midday** of the **sixth clear working day** after the publication of the decision, unless it is called-in.
- 15.3. On receipt of a call-in request, the Scrutiny Officer shall:
- notify the decision-maker¹⁵ of the call-in,
 - consult with the Chair of the relevant overview and scrutiny committee about whether to issue a direction under Standing Order 15.4 below, and
 - call a meeting of the overview and scrutiny committee, to scrutinise the decision.
- 15.4. Where a decision is called-in, the Scrutiny Officer, in consultation with the Chair of the relevant overview and scrutiny committee, may direct that the decision is not to be implemented while it is under review or scrutiny by an

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

¹³ To members of the relevant overview and scrutiny committee.

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

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

overview and scrutiny committee, for a period not exceeding 14 days from the date on which the direction is issued.

- 15.5. An overview and scrutiny committee must scrutinise the decision within 14 days of the Scrutiny Officer receiving the request for call-in, or before the expiry of any direction, if earlier.
- 15.6. Where an overview and scrutiny committee has scrutinised a decision, it may recommend that the decision is re-considered by the decision-maker¹⁶. Any decision which is recommended for re-consideration may not be implemented while any direction under this Standing Order is of effect, except in accordance with Standing Order 15.7 below.
- 15.7. The Scrutiny Officer will notify the decision-maker¹⁷ of the outcome of the scrutiny by the overview and scrutiny committee, within **2 clear working days** of the meeting. Where the decision has not been recommended for re-consideration, it may be implemented on receipt of this notification.
- 15.8. The decision-maker must reconsider any decision not later than 10 days after the date on which the recommendations of an overview and scrutiny committee are received.
- 15.9. The Chair of the overview and scrutiny committee or their nominee may attend any meeting which is re-considering the decision, to present the report or recommendations.¹⁸
- 15.10. The decision-maker may confirm, amend or rescind the decision. Their response should be published in accordance with Standing Order 13.
- 15.11. A decision which has been confirmed or amended by the decision-maker may be implemented immediately.

16. Guidance of the Secretary of State

- 16.1. An overview and scrutiny committee or sub-committee must have regard to any guidance issued by the Secretary of State¹⁹.

17. Statutory Scrutiny Officer

- 17.1. Any references in these Standing Orders to the Scrutiny Officer are to the

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

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

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

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

officer designated as such by the Combined Authority, see further Article 12 (Officers) at Part 2 of this Constitution.

17.2. The Combined Authority shall not designate an officer of any Constituent Council as Scrutiny Officer for the Combined Authority.

17.3. The statutory functions of the Scrutiny Officer are:

- to promote the role of any overview and scrutiny committee or sub-committee,
- to provide support and guidance to any overview and scrutiny committee or sub-committee and its members, and
- to provide support and guidance to members of the Combined Authority in relation to the functions of any overview and scrutiny committee or sub-committee.

17.4. The Scrutiny Officer shall also facilitate appropriate scrutiny of LEP decision-making and achievements.

18. Additional Rights of Access to Documents

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

19. Public Notice of Proposed Key Decisions

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

20. Interpretation

20.1. The Chair of an overview and scrutiny committee meeting or sub-committee meeting shall make any final decision at that meeting about:

- how the Scrutiny Standing Orders should be interpreted with respect to the conduct of the meeting, or
- any question of procedure not provided for by the Scrutiny Standing Orders.

20.2. The Head of Legal and Governance Services shall make any final decision about how to interpret any Scrutiny Standing Order outside of a formal committee or sub-committee meeting.

Document version control	
Municipal Year:	2023-24
Version:	1 - 23/24
Document approved by:	The Combined Authority
Date:	22 June 2023
To be of effect from:	22 June 2023

Corporate Scrutiny Committee

Topic	Sub-topics/focuses	Date
Strategic focus and performance monitoring	<ul style="list-style-type: none"> How is performance monitored – how does the process work? (Who monitors it? What data is collected and how is it presented?) Logic and assumptions behind deciding the actual KPI/target/objective numbers; evidence based, need based, capacity based? Is it 'arbitrary'? Focus on long term progression 'journey of delivery' for greater context – past KPIs, current, future. What impact is the CA actually making? What 'levers' does it actually have? Is there proof of 'additionality'? Strategic alignments: Region-first thinking, avoiding local parochialism; Levelling up within WY vs Leeds centricity (inclusion in KPIs and performance monitoring of it?); Competition between districts and in district priorities (especially in bidding)? 	22 September 2023
Budget and resources (including staff capacity)	<p><u>Budget and finances:</u></p> <ul style="list-style-type: none"> Usual budget monitoring and pre-scrutiny. Gainshare spending + Gateway Review 2023/2024. Reserves policy/level – Audit's view of risks and viability. Corporate borrowing – possibility, rules, amount. Revenue raising and additional sources of funding. Use of past data to contextualise current budget against past budgets and future projected budgets. <p><u>Staff capacity:</u></p> <ul style="list-style-type: none"> Does the organisation have the staff to deliver? Pressures between efficiency savings (e.g. vacancy management, lower pay awards in competitive market) and delivery capacity. Recruitment and retention challenges in local government – what are the areas of concern, what can be done, where can the five authorities work together (e.g. pooling resources). Progress and changes since the last staff survey analysis (and historic context). 	24 November 2023 19 January 2024
Devolution	<ul style="list-style-type: none"> Current status of promised powers that have not yet been devolved e.g. planning. (Autumn update?) Future status (re trailblazer schemes in GMCA/WMCA) and more devolved funding model. What powers are needed. 	TBC

Decision making and governance.	<ul style="list-style-type: none"> • Governance rules and structure etc. • How are decisions made – from the origin point (inception) of an idea (or need) to policy/service development, to scrutiny/discussion, to decision, to monitoring delivery, to evaluation. • Role of members and level of control and influence over process. • Role of officers and internal decision-making structures – when do officers decide, when do members decide. • How each stage is communicated to stakeholders (members, public) and how they are involved. • The Assurance Framework and role of PAT in project decisions/management/scrutiny/evaluation etc. • Scrutiny system. 	22 September 2023 – Assurance Framework and project decision-making TBC – other elements
Project: ICS	Update on progress since last year.	TBC
Project: Wellington House refurbishment	Post-project Evaluations report.	TBC
Project: MCA Digital Programme	Briefing on project and progress.	TBC
Project: Procurement and social value	Update from last year: methodology, risks, real value.	TBC



Report to: Corporate Scrutiny Committee

Date: 22 September 2023

Subject: **Corporate Scrutiny Work Programme 2023/24**

Director: Alan Reiss, Chief Operating Officer

Author: Hannah Scales, Scrutiny Support Officer

1. Purpose of this report

- 1.1 To discuss and agree the Corporate Scrutiny Work Programme for 2023/24.
- 1.2 To consider any additional agenda items, formal referrals to scrutiny, reviews, call in, and any other tasks, issues or matters the Committee resolves to undertake or consider further.

2. Information

Corporate Scrutiny Work Programme 2023/24

- 2.1 The Work Programme is set at the beginning of the year and is considered at each meeting; it can be amended as the year progresses. It outlines the work the Corporate Scrutiny Committee has agreed to undertake, investigate, and focus on in the municipal year (June 2023 – June 2024) within the resources, remit, and powers available.
- 2.2 This year the Work Programme was set over the summer following an initial work planning meeting between Members in July, and subsequent discussions between the Scrutiny Chairs / Deputies, Scrutiny Members, scrutiny officers and the lead directors and officers for each committee. During discussions, amongst other things, they considered:
 - The Committee's remit and terms of reference
 - Combined Authority's main strategic priorities and the Mayor's Pledges
 - The committee's work last year and what should be rolled over
 - Major ongoing and upcoming challenges for West Yorkshire residents
 - Members' areas of expertise and interests
 - The number of meetings: three, excluding Mayor's Question Time, each being two hours long

- 2.3 The resultant draft work programme is attached at **Appendix 1** for amendment and/or confirmation.

Referrals to scrutiny

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

Key decisions and call in

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

Actions for the Statutory Scrutiny Officer

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

3. Tackling the Climate Emergency Implications

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

4. Inclusive Growth Implications

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

5. Financial Implications

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

6. Legal Implications

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

7. Staffing Implications

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

8. External Consultees

8.1 No external consultations have been undertaken.

9. Recommendations

9.1 That the Committee discusses and agrees the Corporate Scrutiny Work Programme for 2023/24.

10. Background Documents

None.

11. Appendices

Appendix 1 – Corporate Scrutiny Work Programme.

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Report to:	Corporate Scrutiny Committee
Date:	22 September 2023
Subject:	Strategic focus and performance monitoring

Director:	Alan Reiss, Chief Operating Officer
Author:	Katie Wilby, Corporate Programme Manager

1. Purpose of this report

1.1. To advise members on work to monitor the impact and performance of the organisation against corporate indicators, specifically:

- The setting of strategic regional targets and objectives
- Regional impact assessment mechanisms and outcomes
- Business Planning and monitoring of delivery
- Performance monitoring processes, short, medium and long term

2. Information

West Yorkshire Plan and State of the Region

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, and establishes five missions to 2040, to make our place prosperous, happy, well-connected, sustainable, and safe. Success will require continued partnership working with our five local authorities, with the wider public sector, businesses, and community organisations. The vision is “A brighter West Yorkshire — a place that works for all. An engine room of ideas and creativity, where anyone can make a home.”

2.2. The purpose of the document is to:

- Set the trajectory for the longer term up to 2040
- Ensure government and wider local, national and international stakeholders are clear on the priorities and ambitions of the region
- Ensure that all regional partners speak with one strong voice to government
- Develop a shared endeavour between the Combined Authority and the local authorities and clarify priorities building on the ongoing partnership work.

2.3. The Plan includes five missions and associated targets 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.

2.4. 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.

2.5. State of the Region is an annual stock-take of West Yorkshire's progress against key socio-economic indicators. It is not intended to provide an evaluation of the work of the Combined Authority or any single organisation, but the collective activities of West Yorkshire partners are designed to move the dial on these.

2.6. 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. Additional indicators identified through the West Yorkshire Plan consultation process have been incorporated into State of the Region 2023, including child poverty, wellbeing, participation in culture, heritage and sport, bus punctuality and reliability and electric vehicle charging infrastructure.

2.7. All portfolio Committees of the Combined Authority have been consulted on the indicators that are relevant to their remit and the overall basket of indicators has been approved and finalised for use in State of the Region. Ongoing reporting to the committees on the State of the Region indicators will continue in 2023/24.

2.8. State of the Region deliverables consist of:

- Full State of the Region indicator report
- Executive summary
- [Interactive data dashboard](#).

2.9. It is planned that the 3rd annual iteration of the State of the Region report will be published November 2023. A detailed communications plan and supporting briefing material is currently being prepared.

2.10. The full list of indicators in State of the Region including the newly adopted West Yorkshire Plan metrics are shown at **Appendix 1** to this report. This table is designed to show CSC how the full State of the Region indicator set has been adapted and developed to address the wider needs of the West Yorkshire Plan. Also included in Appendix 1 for illustrative purposes is the summary analysis of performance against the indicators from the 2022 State of the Report. The State

of the Region report will be published in November 2023, and will be shared with the Corporate Scrutiny Committee when published.

Organisational Objectives

2.11. The Combined Authority works in partnership to deliver the missions set out in the West Yorkshire Plan. The Authority itself has seven objectives 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. Collectively, they help to ensure that everything the organisation delivers is centred around the goal of improving the lives of the people, businesses, and communities across West Yorkshire. They also support the delivery of the Mayor's ten pledges from her manifesto in 2021.

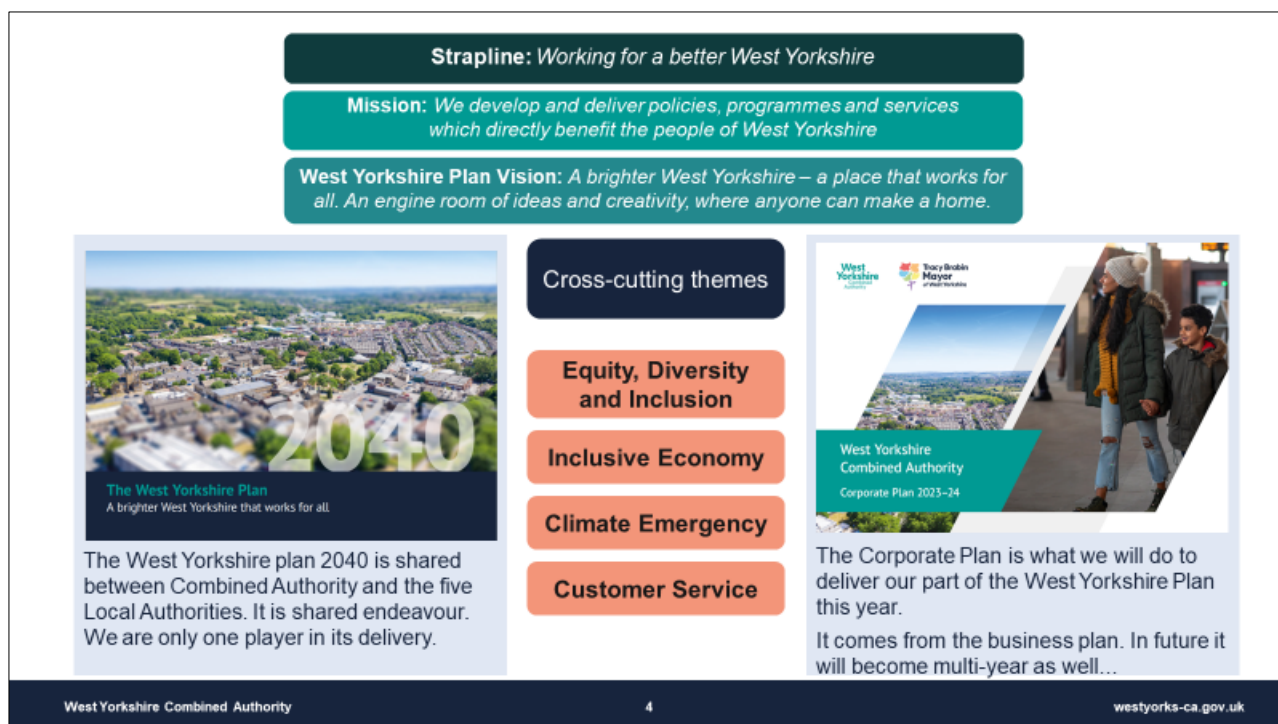
2.12. The seven corporate objectives are:

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

2.13. These objectives are used to support business planning and outcome setting for the organisation, and are used to aid reporting. This is set out in more detail in the subsequent section.

2.14. The Corporate Plan is an annual document that sets out what the organisation will deliver over the coming year to achieve the overarching vision for the region as set out in the West Yorkshire Plan.

2.15. The relationship between the West Yorkshire Plan and the Corporate Plan can be shown as follows:



Corporate Business Planning and Performance Reporting

- 2.16. The Combined Authority sets an annual business plan and budget. The business plan for 2023/24 was developed based around the outcomes that the organisation is seeking to achieve. At the heart of everything the Combined Authority does, including the outcomes it delivers on an annual or multi-year basis, are the seven corporate objectives outlined at 2.12.
- 2.17. All Heads of Service across the organisation report progress against business plan outcome, KPI and output delivery, as well as flagging risks. This reporting is fed into a central database and is analysed monthly.
- 2.18. Senior officer Boards receive this analysis advising on progress against corporate objectives and business plan activities across the organisation. This allows oversight of delivery and any risks arising, so that these can be mitigated appropriately.
- 2.19. Through both officer boards and public committees targets are reviewed routinely in year. Where necessary, action is taken to mitigate risks to delivery and / or achievement of targets where these are off-track.
- 2.20. Finance, Resources and Corporate Committee (FRCC) receive reports on progress against delivery of our annual business plan. Directorate business plans align with corporate objectives, and through this there are mechanisms to understand successes, progression and opportunities for improvement.
- 2.21. The most recent report to FRCC, in June 2023, provided quarter 3 2022 / 23 data on corporate Key Performance Indicators (KPIs). A copy of this report is

linked below and its appendices are in **Appendix 2 and 3** for reference. The Committee is asked to note that these contain information which was up to date at the time of publication. Further progress has now been made, and the next report to the FRCC Committee is due in November 2023.

2.22. Overall performance against corporate objectives in previous years is shown below:

2.22.1. End year outcomes against corporate performance metrics for 2021 / 2022 showed (these have been taken as an overall average of business plan objectives within each priority):

Objective	Rating
Boosting productivity: helping businesses to recover from the Covid-19 pandemic and helping people find and retain good jobs in a post-Brexit landscape.	
Enabling Inclusive Growth: Enabling as many people as possible to contribute to, and benefit from, economic growth, especially those disproportionately affected by the Covid-19 pandemic.	
Delivering 21st Century Transport: Ensuring our transport network recovers to provide the services that people need, while laying the foundations for future improvements.	
Tackling the Climate Emergency: Ensuring a green recovery and accelerating our plans for a net zero carbon economy by 2038 at the latest.	
Ensuring Effective and Efficient Policing: Support the Mayor/Deputy Mayor to secure an efficient and effective police service for West Yorkshire.	

2.22.2. Our corporate objectives were reframed in 2022, remaining underpinned by our cross-cutting aims (embedding EDI, tackling the climate emergency, and enabling inclusive growth) and aligned to the Mayoral pledges. End year outcomes from 2022 / 23 are compared against current metrics in the table below (as above these have been taken as an overall average):

Objective	2022/23 EOY status	2023/24 current status
Empowering our communities, towns, and cities to thrive.		
Building a sustainable, nature rich and carbon neutral region.		
Creating an accessible, clean and customer focussed transport system.		
Supporting community safety and accountable, proactive policing.		

Championing culture, sport and creativity.		
Driving economic growth and innovation to enable good jobs.		
Enabling a diverse, skilled workforce and accessible learning for all.		

Key	
	Fully satisfies key requirements. Completed or on track to be completed / achievable.
	Partially satisfies key requirements – some outstanding elements which could prevent completion if not addressed.
	Key requirements are outstanding, with clarifications considered as high-very high risk and prevent completion / delivery if not addressed.

Publication Scheme

2.23. The Combined Authority is committed to transparency in all its business, and as such maintains a publication scheme setting out what information will routinely be made available, how the information can be accessed and whether or not the information is free of charge.

2.24. The Combined Authority has adopted the Information Commissioner's Office's (ICO's) model publication scheme. The scheme consists of information already published and held by the Combined Authority or information which is to be published in the future. All information in our publication scheme is either available on the organisation's website, or is available in traditional document form. The exception to available information is:

- If the information is not held.
- If the information is exempt from disclosure.
- The information is not easily accessible.

2.25. The Information Commissioner's Office (ICO) has a model publication scheme that identifies seven "classes" of information:

- Who we are and what we do (organisational information, locations and contacts, constitutional and legal governance)
- What we spend and how we spend it (financial information relating to project and actual income and expenditure, tendering, procurement and contracts)
- What our priorities are and how we are doing (corporate plan, assurance framework and key strategies for regional development)
- How we make decisions (decision-making processes and consultation, which includes publication of business plans)

- Our policies and procedures (policies and procedures in place for delivering the Combined Authority's functions and responsibilities; including conduct of Combined Authority business, provision of services, employment of staff, customer service, records management and personal data)
- Lists and registers (information held in registers required by law and other lists and registers relating to the functions of the organisation)
- The services we offer (information and advice provided to members of the public, booklets and leaflets and media releases)

2.26. The Combined Authority is required to specify the information which it holds, and which falls within those categories of information and has produced a simple guide which lists the specific information it publishes within each of the above classes. This is available to review on the website (see background documents).

3. Tackling the Climate Emergency Implications

3.1. Tackling the climate emergency is a key cross cutting theme for the organisation's work, defined in the Corporate Plan. The West Yorkshire Plan Mission 4 is for a Sustainable West Yorkshire, supported by a target to have a net zero economy by 2038. It is also reflected as part of both '*Building a sustainable, nature rich and carbon neutral region*' and '*Creating an accessible, clean and customer focused transport system*' objectives.

4. Inclusive Growth Implications

4.1. Inclusive growth is a cross cutting theme, one of three golden threads which support all organisational activities for the region.

4.2. In addition to being a cross-cutting theme, all the corporate objectives contribute directly to delivery of inclusive growth for the region.

5. Equality and Diversity Implications

5.1. Equality, Diversity and Inclusion is a cross-cutting theme within the Corporate Plan.

6. Financial Implications

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

7. Legal Implications

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

8. Staffing Implications

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

9. External Consultees

9.1. No external consultations have been undertaken.

10. Recommendations

10.1. That the Corporate Scrutiny Committee notes the report and provides any feedback or comments.

11. Background Documents

[Corporate Plan 2023 / 24](#)

[West Yorkshire Plan](#)

[State of the Region 2022](#)

[Report, FRCC \(6 June 2023\): Item 6, Corporate Performance \(*appendices included below*\)](#)

[West Yorkshire Combined Authority Publication Scheme](#)

12. Appendices

Appendix 1: West Yorkshire Plan metrics

Appendix 2: Overview table of corporate objectives (June 2023 Finance Resources and Corporate Committee)

Appendix3: Corporate KPIs Q4 Reporting (June 2023 Finance Resources and Corporate Committee)

Appendix 1: The headline indicators and their links to West Yorkshire Plan Missions

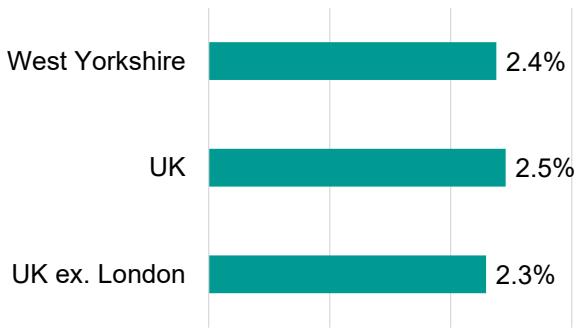
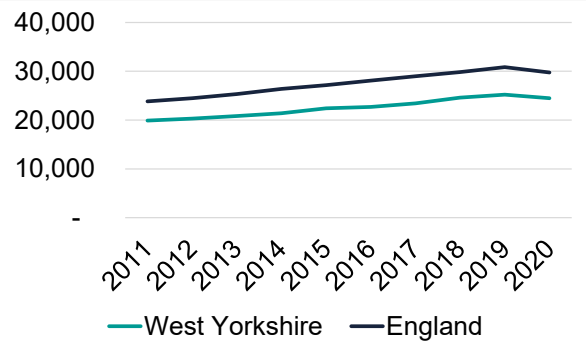
Actual data relating to these indicators is available at the [State of the Region dashboard](#), and the summary from the 2022 report is shown beneath the table. The State of the Region 2022 is available [here](#).

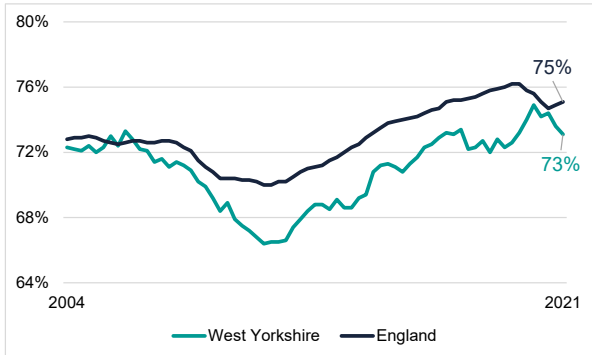
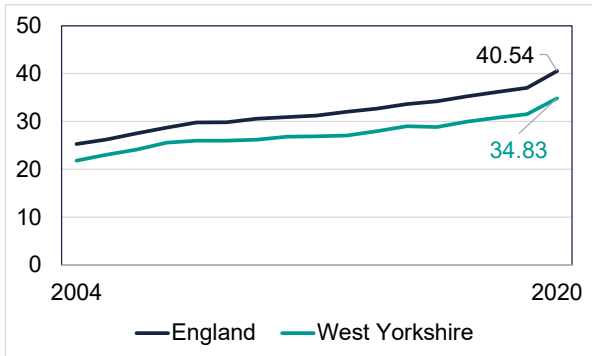
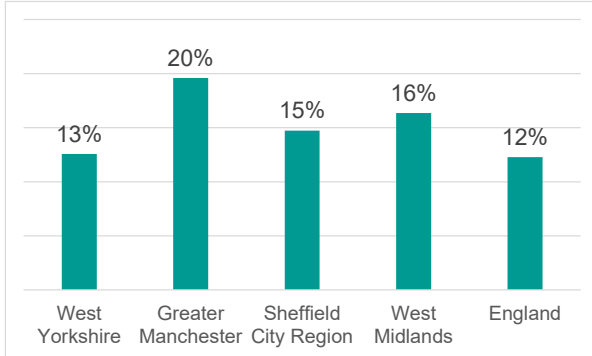
WY Plan Mission	Indicator title	New indicator for 2023	Not included in 2023 report due to data availability issues
Mission 1: A prosperous West Yorkshire	Productivity		
	Employment rate		
	Businesses engaging in innovation activity		
	Goods / services exports as % of GVA		
	% qualified at level 4 and above		
	Cultural sector contribution to employment		
	Economic output (GVA)		
	Economic output (GVA) per head		
	Private sector businesses		
	Business birth rate		
	Proportion of children in low-income families	Y	
	% qualified below level 2		
	Unemployment rate		
	% of employees in quality work		
	Apprenticeship starts		
	Jobs paying below Real Living Wage		
	Gross disposable household income		
	Employment rate gap for disadvantaged groups		
	People without basic digital skills		
	NEETs		

WY Plan Mission	Indicator title	New indicator for 2023	Not included in 2023 report due to data availability issues
	Net contribution of local area to exchequer		Y
	Gigabit capable fixed broadband coverage		
Mission 2: A happy West Yorkshire	Take-up of superfast (or above) broadband services		
	Mobile coverage (4G and 5G)		
	% of households in fuel poverty		
	Housing affordability		
	Rented housing costs		
	Housing sustainability	Y	Y
	Housing quality	Y	Y
	Healthy life expectancy (previously life expectancy)		Y
	Net additional dwellings		
	Access to Greenspace		
	Activity levels / participation in sport	Y	
	Wellbeing	Y	
	Access to culture / participation in culture, heritage and sport	Y	
	Building energy efficiency		
	Access inequality ratio (employment)		
Mission 3: A well-connected West Yorkshire	West Yorkshire travel mode share		
	Reported road casualties		
	Public satisfaction with bus and rail services in the region		
	MCard ticket transactions (bus)		
	Satisfaction with highway infrastructure		
	Punctuality and reliability of bus services (exploring potential to extend analysis to rail services for future reports)	Y	

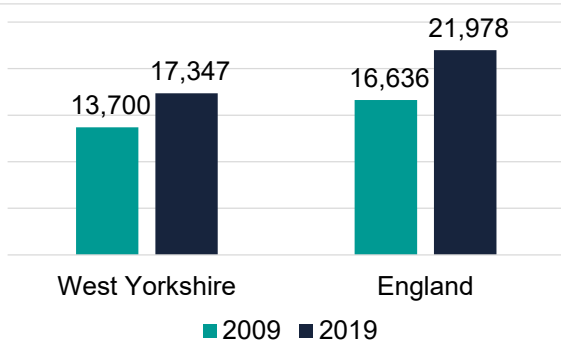
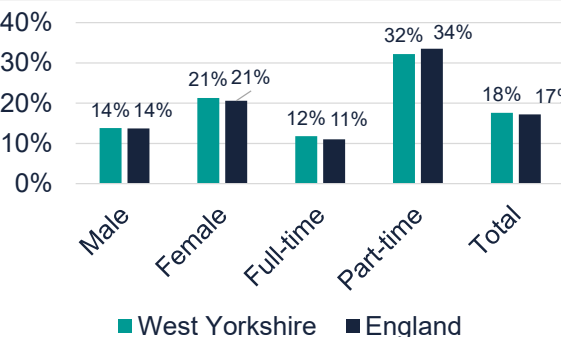
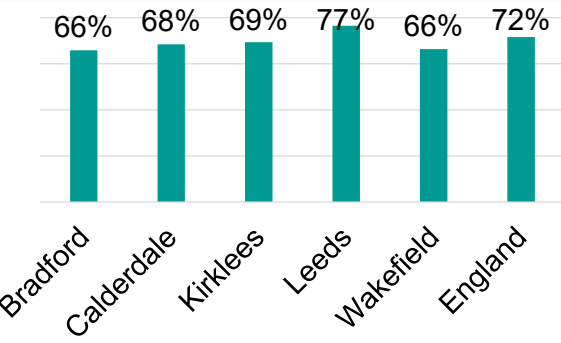
WY Plan Mission	Indicator title	New indicator for 2023	Not included in 2023 report due to data availability issues
	Satisfaction with transport information sources	Y	
	Satisfaction with affordability of public transport	Y	
	Premises at risk of flooding		
Mission 4: A sustainable West Yorkshire	GHG emissions (ktCO2)		
	GHG emissions (ktCO2) by broad sector of economy		
	Emissions intensity ratio		
	Biodiversity	Y	Y
	Electric buses	Y	
	EV charging infrastructure	Y	
	Knife Crime		
Mission 5: A safe West Yorkshire	Neighbourhood Crime		
	Time taken to answer 999 calls to the police		
	Positive Outcomes for Rape and Serious Sexual Offences		
	Police Officer Numbers		
	Missing Persons		
	Offenders referred to drug treatment services from custody		
	Re-offending rate	Y	
	Feelings of safety across the community (incl. women and girls)	Y	

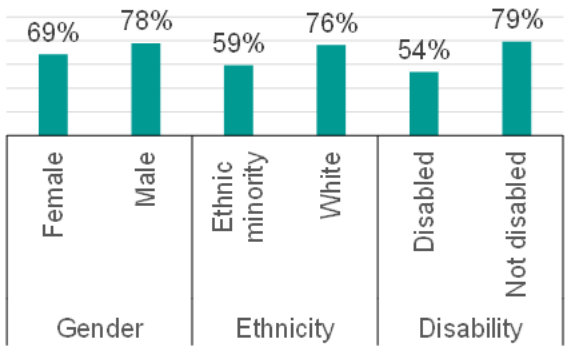
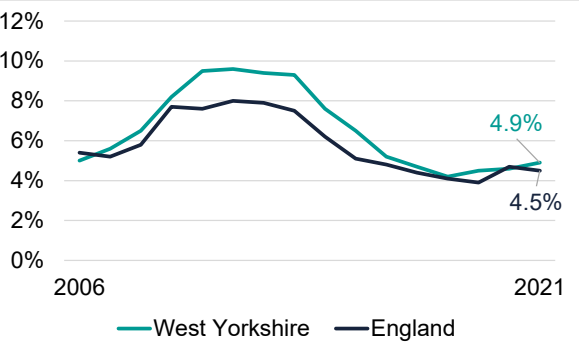
Summary of performance against the indicators from 2022 report

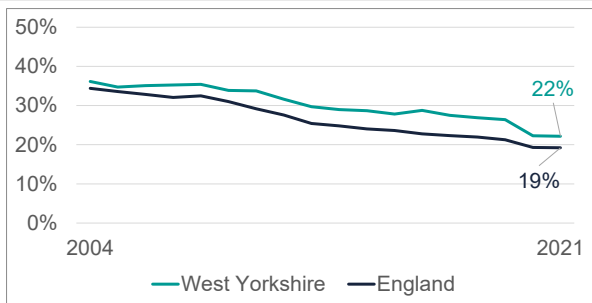

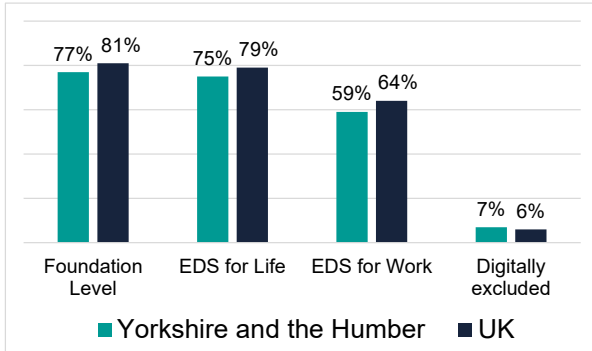
Indicator	Headline chart	Comment																																	
Driving economic growth and innovation to enable good jobs																																			
<p>Economic output (GVA)</p> <p><i>GVA (balanced) at current basic prices - annual growth rate (%), 2015-20</i></p> <p>Source: ONS, Sub-regional GVA data</p>	 <table><tr><th>Region</th><th>Annual growth rate (%)</th></tr><tr><td>West Yorkshire</td><td>2.4%</td></tr><tr><td>UK</td><td>2.5%</td></tr><tr><td>UK ex. London</td><td>2.3%</td></tr></table>	Region	Annual growth rate (%)	West Yorkshire	2.4%	UK	2.5%	UK ex. London	2.3%	<p>Between 2015 and 2020 West Yorkshire’s economy grew at a rate slightly below the UK average but above the UK average excluding London. Average growth rates across the UK were tempered by a sharp fall in 2020 linked to the pandemic.</p>																									
Region	Annual growth rate (%)																																		
West Yorkshire	2.4%																																		
UK	2.5%																																		
UK ex. London	2.3%																																		
<p>Economic output (GVA) per head</p> <p><i>GVA per head (balanced) at current basic prices</i></p> <p>Source: ONS, Sub-regional GVA data</p>	 <table><tr><th>Year</th><th>West Yorkshire</th><th>England</th></tr><tr><td>2011</td><td>20,000</td><td>24,000</td></tr><tr><td>2012</td><td>20,500</td><td>25,000</td></tr><tr><td>2013</td><td>21,000</td><td>26,000</td></tr><tr><td>2014</td><td>21,500</td><td>27,000</td></tr><tr><td>2015</td><td>22,000</td><td>28,000</td></tr><tr><td>2016</td><td>22,500</td><td>29,000</td></tr><tr><td>2017</td><td>23,000</td><td>30,000</td></tr><tr><td>2018</td><td>24,000</td><td>31,000</td></tr><tr><td>2019</td><td>25,000</td><td>32,000</td></tr><tr><td>2020</td><td>21,000</td><td>27,000</td></tr></table>	Year	West Yorkshire	England	2011	20,000	24,000	2012	20,500	25,000	2013	21,000	26,000	2014	21,500	27,000	2015	22,000	28,000	2016	22,500	29,000	2017	23,000	30,000	2018	24,000	31,000	2019	25,000	32,000	2020	21,000	27,000	<p>Output per head of population fell both locally and nationally in 2020 (the latest data available) as a result of the pandemic. The latest West Yorkshire figure is 18% lower than the national average, a gap that has remained fairly constant since 2013.</p>
Year	West Yorkshire	England																																	
2011	20,000	24,000																																	
2012	20,500	25,000																																	
2013	21,000	26,000																																	
2014	21,500	27,000																																	
2015	22,000	28,000																																	
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2018	24,000	31,000																																	
2019	25,000	32,000																																	
2020	21,000	27,000																																	

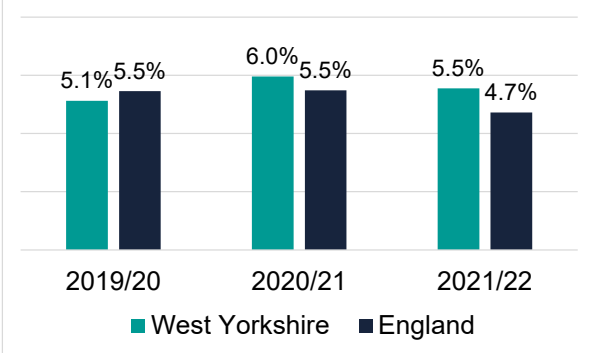
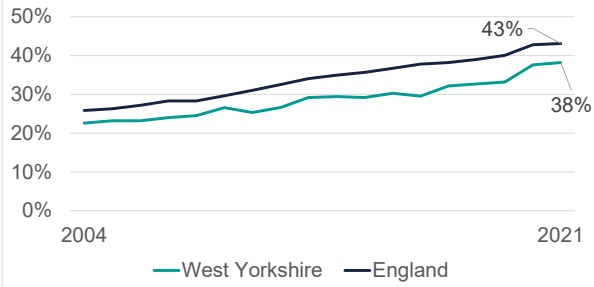
Indicator	Headline chart	Comment												
Employment rate <i>Employment rate for all aged 16-64</i> Source: ONS APS	 <table><caption>Employment rate for all aged 16-64 (2021)</caption><thead><tr><th>Region</th><th>Rate (%)</th></tr></thead><tbody><tr><td>West Yorkshire</td><td>73%</td></tr><tr><td>England</td><td>75%</td></tr></tbody></table>	Region	Rate (%)	West Yorkshire	73%	England	75%	West Yorkshire's employment rate fell during the pandemic, widening the gap with the national average.						
Region	Rate (%)													
West Yorkshire	73%													
England	75%													
Productivity <i>Current price unsmoothed GVA per hour worked</i> Source: ONS, Sub-regional productivity data	 <table><caption>Current price unsmoothed GVA per hour worked (2020)</caption><thead><tr><th>Region</th><th>Value</th></tr></thead><tbody><tr><td>England</td><td>40.54</td></tr><tr><td>West Yorkshire</td><td>34.83</td></tr></tbody></table>	Region	Value	England	40.54	West Yorkshire	34.83	Productivity increased sharply for both West Yorkshire and nationally during 2020, as low productivity sectors were hardest hit by restrictions. However, the relative position of West Yorkshire on productivity has not improved in recent years.						
Region	Value													
England	40.54													
West Yorkshire	34.83													
Private sector businesses <i>% change in count of private sector businesses, 2015-21</i> Source: ONS, Business activity, size and location, 2021	 <table><caption>% change in count of private sector businesses, 2015-21</caption><thead><tr><th>Region</th><th>% Change</th></tr></thead><tbody><tr><td>West Yorkshire</td><td>13%</td></tr><tr><td>Greater Manchester</td><td>20%</td></tr><tr><td>Sheffield City Region</td><td>15%</td></tr><tr><td>West Midlands</td><td>16%</td></tr><tr><td>England</td><td>12%</td></tr></tbody></table>	Region	% Change	West Yorkshire	13%	Greater Manchester	20%	Sheffield City Region	15%	West Midlands	16%	England	12%	The number of private sector businesses in West Yorkshire is growing at a slightly faster rate than the national average but lower than comparator areas. The level of business density is relatively low in West Yorkshire.
Region	% Change													
West Yorkshire	13%													
Greater Manchester	20%													
Sheffield City Region	15%													
West Midlands	16%													
England	12%													

Indicator	Headline chart	Comment														
Innovation <i>Proportion of West Yorkshire businesses engaged in innovation activities</i> Source: Leeds City Region Business Survey (NB: data not collected in 2018 and 2021)	<table><thead><tr><th>Year</th><th>Proportion (%)</th></tr></thead><tbody><tr><td>2017</td><td>71%</td></tr><tr><td>2018</td><td>-</td></tr><tr><td>2019</td><td>67%</td></tr><tr><td>2020</td><td>69%</td></tr><tr><td>2021</td><td>-</td></tr><tr><td>2022</td><td>64%</td></tr></tbody></table>	Year	Proportion (%)	2017	71%	2018	-	2019	67%	2020	69%	2021	-	2022	64%	The proportion of businesses engaging in innovation activity fell in 2022 compared with previous years. This is probably linked to the pandemic, but other evidence suggests a long-standing West Yorkshire deficit in innovation activity.
Year	Proportion (%)															
2017	71%															
2018	-															
2019	67%															
2020	69%															
2021	-															
2022	64%															
International trade <i>Service exports per £m of GVA</i> Source: ONS, International exports of services from subnational areas of the UK (NB: Goods exports covered in main report)	<table><thead><tr><th>Area</th><th>2019</th><th>2020</th></tr></thead><tbody><tr><td>West Yorkshire</td><td>~115,000</td><td>~100,000</td></tr><tr><td>UK</td><td>~155,000</td><td>~150,000</td></tr></tbody></table>	Area	2019	2020	West Yorkshire	~115,000	~100,000	UK	~155,000	~150,000	Exports of goods and services fell sharply in 2020 due to the pandemic. Service exports have overtaken exports of goods in their importance to the West Yorkshire economy.					
Area	2019	2020														
West Yorkshire	~115,000	~100,000														
UK	~155,000	~150,000														

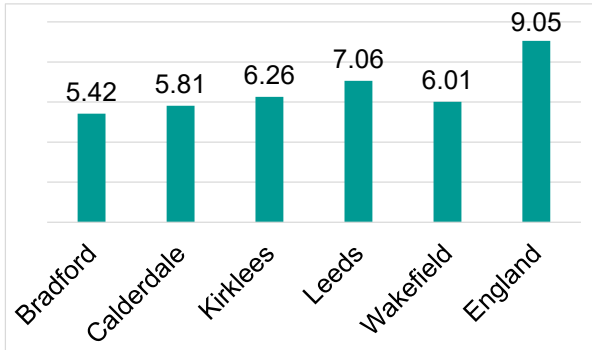
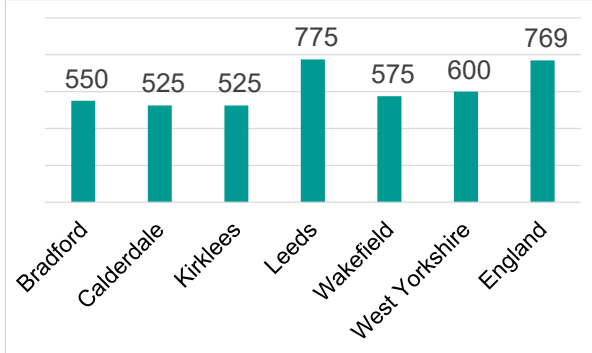
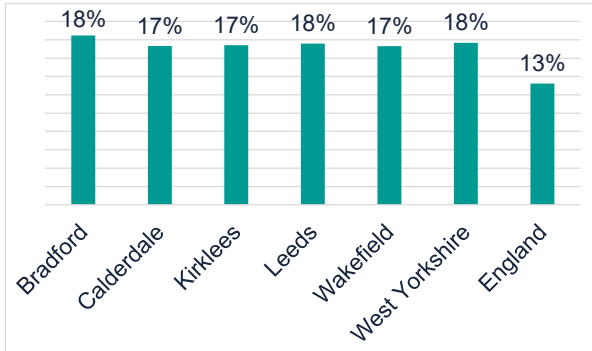
Indicator	Headline chart	Comment																		
Gross disposable household income <i>Gross disposable household income per head (£) at current basic prices</i> Source: Regional Accounts, ONS	 <table><thead><tr><th>Region</th><th>2009</th><th>2019</th></tr></thead><tbody><tr><td>West Yorkshire</td><td>13,700</td><td>17,347</td></tr><tr><td>England</td><td>16,636</td><td>21,978</td></tr></tbody></table>	Region	2009	2019	West Yorkshire	13,700	17,347	England	16,636	21,978	West Yorkshire’s gap with the national average on household income continued to widen according to the latest data, growing by 2.0% in West Yorkshire in 2018 to 2019 but by 2.5% at national level. Since the publication of the most recent data, rising inflation driven by increasing energy costs, has impacted on real household incomes.									
Region	2009	2019																		
West Yorkshire	13,700	17,347																		
England	16,636	21,978																		
Jobs paying below Real Living Wage <i>Jobs paying below Real Living Wage by gender and status</i> Source: Annual Survey of Hours and Earnings, 2021	 <table><thead><tr><th>Category</th><th>West Yorkshire</th><th>England</th></tr></thead><tbody><tr><td>Male</td><td>14%</td><td>14%</td></tr><tr><td>Female</td><td>21%</td><td>21%</td></tr><tr><td>Full-time</td><td>12%</td><td>11%</td></tr><tr><td>Part-time</td><td>32%</td><td>34%</td></tr><tr><td>Total</td><td>18%</td><td>17%</td></tr></tbody></table>	Category	West Yorkshire	England	Male	14%	14%	Female	21%	21%	Full-time	12%	11%	Part-time	32%	34%	Total	18%	17%	The proportion of jobs paying below the Real Living Wage has fallen in West Yorkshire and is now on a par with the national average. Women and part-time workers are more likely to be paid below the Real Living Wage.
Category	West Yorkshire	England																		
Male	14%	14%																		
Female	21%	21%																		
Full-time	12%	11%																		
Part-time	32%	34%																		
Total	18%	17%																		
Quality work <i>Proportion of residents who are employees in quality work</i> Source: Job quality in the UK, ONS, 2018	 <table><thead><tr><th>Local Authority</th><th>Proportion (%)</th></tr></thead><tbody><tr><td>Bradford</td><td>66%</td></tr><tr><td>Calderdale</td><td>68%</td></tr><tr><td>Kirklees</td><td>69%</td></tr><tr><td>Leeds</td><td>77%</td></tr><tr><td>Wakefield</td><td>66%</td></tr><tr><td>England</td><td>72%</td></tr></tbody></table>	Local Authority	Proportion (%)	Bradford	66%	Calderdale	68%	Kirklees	69%	Leeds	77%	Wakefield	66%	England	72%	All local authorities in West Yorkshire except Leeds have a relatively low proportion of people in jobs that offer quality work, based on a composite measure that takes into account pay, working hours and contractual status.				
Local Authority	Proportion (%)																			
Bradford	66%																			
Calderdale	68%																			
Kirklees	69%																			
Leeds	77%																			
Wakefield	66%																			
England	72%																			

Indicator	Headline chart	Comment																		
Enabling a diverse, skilled workforce and accessible learning for all																				
Employment rate gap for disadvantaged groups <i>Employment rate for all aged 16-64</i> Source: ONS APS	 <table border="1"> <thead> <tr> <th>Category</th> <th>Group</th> <th>Employment Rate (%)</th> </tr> </thead> <tbody> <tr> <td rowspan="2">Gender</td> <td>Female</td> <td>69%</td> </tr> <tr> <td>Male</td> <td>78%</td> </tr> <tr> <td rowspan="2">Ethnicity</td> <td>Ethnic minority</td> <td>59%</td> </tr> <tr> <td>White</td> <td>76%</td> </tr> <tr> <td rowspan="2">Disability</td> <td>Disabled</td> <td>54%</td> </tr> <tr> <td>Not disabled</td> <td>79%</td> </tr> </tbody> </table>	Category	Group	Employment Rate (%)	Gender	Female	69%	Male	78%	Ethnicity	Ethnic minority	59%	White	76%	Disability	Disabled	54%	Not disabled	79%	<p>Members of some groups are much less likely to be in employment. Prior to the pandemic there were signs that the employment rate gap was narrowing for disabled people and people from ethnic minorities.</p>
Category	Group	Employment Rate (%)																		
Gender	Female	69%																		
	Male	78%																		
Ethnicity	Ethnic minority	59%																		
	White	76%																		
Disability	Disabled	54%																		
	Not disabled	79%																		
Unemployment rate <i>Unemployment rate for all aged 16+</i> Source: ONS APS and model-based estimates of unemployment	 <table border="1"> <thead> <tr> <th>Year</th> <th>West Yorkshire (%)</th> <th>England (%)</th> </tr> </thead> <tbody> <tr> <td>2006</td> <td>~5.5</td> <td>~5.0</td> </tr> <tr> <td>2010</td> <td>~9.5</td> <td>~8.0</td> </tr> <tr> <td>2021</td> <td>4.9</td> <td>4.5</td> </tr> </tbody> </table>	Year	West Yorkshire (%)	England (%)	2006	~5.5	~5.0	2010	~9.5	~8.0	2021	4.9	4.5	<p>West Yorkshire's official unemployment rate is similar to the national average. The impact of the pandemic on this measure was modest.</p>						
Year	West Yorkshire (%)	England (%)																		
2006	~5.5	~5.0																		
2010	~9.5	~8.0																		
2021	4.9	4.5																		

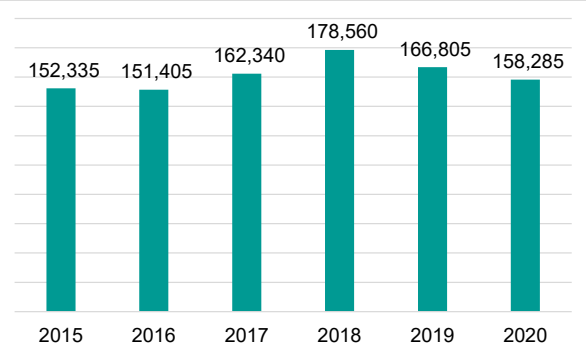
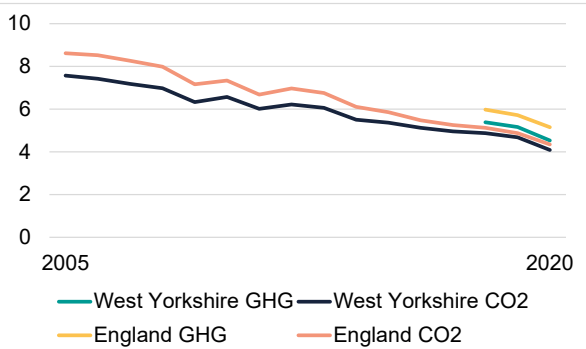
Indicator	Headline chart	Comment																
<p>People with no / low qualifications</p> <p><i>% of people aged 16-64 qualified below level 2 or with no qualifications</i></p> <p>Source: ONS APS</p>	 <table><caption>Percentage of people aged 16-64 with no or low qualifications</caption><thead><tr><th>Year</th><th>West Yorkshire</th><th>England</th></tr></thead><tbody><tr><td>2004</td><td>~35%</td><td>~34%</td></tr><tr><td>2021</td><td>22%</td><td>19%</td></tr></tbody></table>	Year	West Yorkshire	England	2004	~35%	~34%	2021	22%	19%	<p>The proportion of people with no / low qualifications was largely unchanged in 2021, following a sharp fall in 2020 that narrowed the gap with the national average.</p>							
Year	West Yorkshire	England																
2004	~35%	~34%																
2021	22%	19%																
<p>Apprenticeships</p> <p><i>Ratio of apprenticeship starts to people in employment, 2020/21 academic year</i></p> <p>Source: Department for Education, ONS APS</p>	 <table><caption>Ratio of apprenticeship starts to people in employment, 2020/21 academic year</caption><thead><tr><th>Region</th><th>Ratio</th></tr></thead><tbody><tr><td>Bradford</td><td>13.8</td></tr><tr><td>Calderdale</td><td>14.3</td></tr><tr><td>Kirklees</td><td>13.5</td></tr><tr><td>Leeds</td><td>13.3</td></tr><tr><td>Wakefield</td><td>14.6</td></tr><tr><td>West Yorkshire</td><td>13.7</td></tr><tr><td>England</td><td>12.3</td></tr></tbody></table>	Region	Ratio	Bradford	13.8	Calderdale	14.3	Kirklees	13.5	Leeds	13.3	Wakefield	14.6	West Yorkshire	13.7	England	12.3	<p>West Yorkshire has more apprenticeships relative to its employment base than the national average but the number of starts in 2020/21 academic year was nearly a quarter down on pre-pandemic levels.</p>
Region	Ratio																	
Bradford	13.8																	
Calderdale	14.3																	
Kirklees	13.5																	
Leeds	13.3																	
Wakefield	14.6																	
West Yorkshire	13.7																	
England	12.3																	
<p>People without basic digital skills</p> <p><i>Essential digital skills (EDS) – key indicators</i></p> <p>Source: Lloyds Bank, UK Consumer Digital Index, 2021</p>	 <table><caption>Essential digital skills (EDS) – key indicators</caption><thead><tr><th>Category</th><th>Yorkshire and the Humber</th><th>UK</th></tr></thead><tbody><tr><td>Foundation Level</td><td>77%</td><td>81%</td></tr><tr><td>EDS for Life</td><td>75%</td><td>79%</td></tr><tr><td>EDS for Work</td><td>59%</td><td>64%</td></tr><tr><td>Digitally excluded</td><td>7%</td><td>6%</td></tr></tbody></table>	Category	Yorkshire and the Humber	UK	Foundation Level	77%	81%	EDS for Life	75%	79%	EDS for Work	59%	64%	Digitally excluded	7%	6%	<p>Although most people have essential digital skills for life, nearly a quarter of adults do not. More than two-fifths of people lack the full range of essential digital skills for work.</p>	
Category	Yorkshire and the Humber	UK																
Foundation Level	77%	81%																
EDS for Life	75%	79%																
EDS for Work	59%	64%																
Digitally excluded	7%	6%																

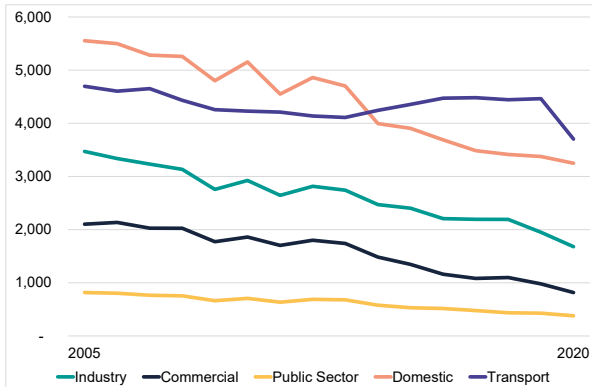
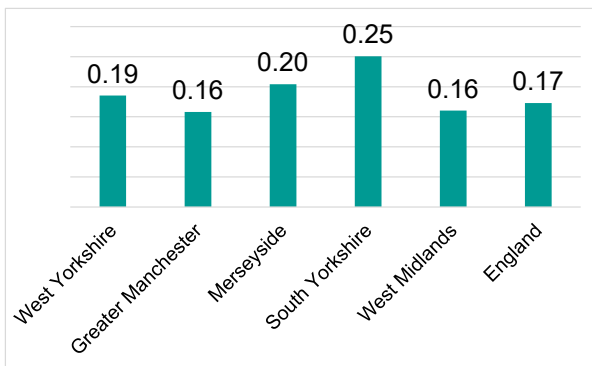
Indicator	Headline chart	Comment												
<p>NEETs</p> <p><i>Number and proportion of 16- and 17-year-olds not in education, employment or training (NEET) or whose activity is not known</i></p> <p>Source: NEET and participation local authority figures, Department for Education, 2022</p>	 <p>A bar chart comparing NEET percentages for West Yorkshire (teal bars) and England (dark blue bars) across three academic years: 2019/20, 2020/21, and 2021/22. The y-axis represents the percentage, with labels at 5.1%, 5.5%, 6.0%, and 5.5% for West Yorkshire, and 5.5% and 4.7% for England. The data shows a peak in 2020/21 for both regions, followed by a decrease in 2021/22.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>West Yorkshire</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2019/20</td> <td>5.1%</td> <td>5.5%</td> </tr> <tr> <td>2020/21</td> <td>6.0%</td> <td>5.5%</td> </tr> <tr> <td>2021/22</td> <td>5.5%</td> <td>4.7%</td> </tr> </tbody> </table>	Year	West Yorkshire	England	2019/20	5.1%	5.5%	2020/21	6.0%	5.5%	2021/22	5.5%	4.7%	<p>The proportion of young people who are NEET fell in the last year in West Yorkshire but remains above the national average.</p>
Year	West Yorkshire	England												
2019/20	5.1%	5.5%												
2020/21	6.0%	5.5%												
2021/22	5.5%	4.7%												
<p>People qualified at Level 4 and above</p> <p><i>% of people aged 16-64 whose highest qualification is at Level 4 or above</i></p> <p>Source: ONS APS</p>	 <p>A line chart showing the percentage of people aged 16-64 whose highest qualification is at Level 4 or above for West Yorkshire (teal line) and England (dark blue line) from 2004 to 2021. The y-axis represents the percentage from 0% to 50% in 10% increments. The x-axis shows the years 2004 and 2021. Both regions show an upward trend, with England reaching 43% and West Yorkshire reaching 38% by 2021.</p> <table border="1"> <thead> <tr> <th>Year</th> <th>West Yorkshire</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2004</td> <td>~22%</td> <td>~25%</td> </tr> <tr> <td>2021</td> <td>38%</td> <td>43%</td> </tr> </tbody> </table>	Year	West Yorkshire	England	2004	~22%	~25%	2021	38%	43%	<p>The proportion of people qualified at this level remained unchanged in 2021 but the underlying trend is an improving one. A significant gap with the national average remains.</p>			
Year	West Yorkshire	England												
2004	~22%	~25%												
2021	38%	43%												

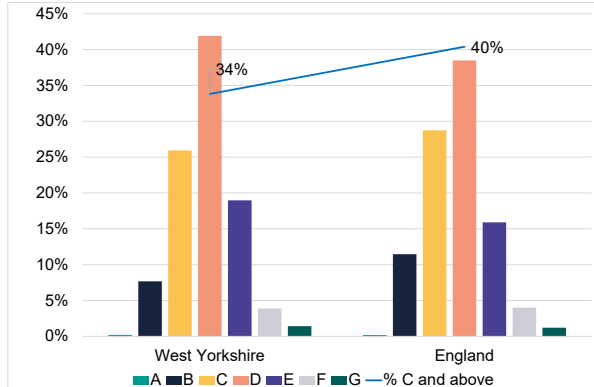
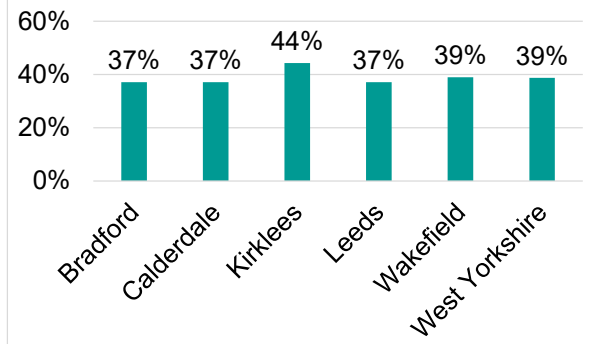
Indicator	Headline chart	Comment																																	
Empowering our communities, towns and cities to thrive																																			
<div>Healthy Life expectancy</div> <div>Healthy life expectancy (HLE) at birth - estimates in years</div> <div>Source: Health state life expectancy, ONS</div>	<div><table><thead><tr><th>Region</th><th>Gender</th><th>2016-18</th><th>2017-19</th><th>2018-20</th></tr></thead><tbody><tr><td rowspan="2">West Yorkshire</td><td>Female</td><td>61.5</td><td>62.0</td><td>62.0</td></tr><tr><td>Male</td><td>60.8</td><td>60.8</td><td>60.8</td></tr><tr><td rowspan="2">England</td><td>Female</td><td>63.8</td><td>63.5</td><td>63.8</td></tr><tr><td>Male</td><td>63.2</td><td>63.0</td><td>63.0</td></tr></tbody></table></div>	Region	Gender	2016-18	2017-19	2018-20	West Yorkshire	Female	61.5	62.0	62.0	Male	60.8	60.8	60.8	England	Female	63.8	63.5	63.8	Male	63.2	63.0	63.0	Healthy life expectancy in West Yorkshire is below the national average for both males and females. Healthy life expectancy for males fell during the 2018-20 period as a result of the pandemic.										
Region	Gender	2016-18	2017-19	2018-20																															
West Yorkshire	Female	61.5	62.0	62.0																															
	Male	60.8	60.8	60.8																															
England	Female	63.8	63.5	63.8																															
	Male	63.2	63.0	63.0																															
<div>Net additional dwellings</div> <div>Net additional dwellings per 1,000 population</div> <div>Source: Department for Levelling Up, Housing & Communities</div>	<div><table><thead><tr><th>Period</th><th>West Yorkshire</th><th>England</th></tr></thead><tbody><tr><td>2011-12</td><td>2.2</td><td>2.5</td></tr><tr><td>2012-13</td><td>1.8</td><td>2.2</td></tr><tr><td>2013-14</td><td>2.2</td><td>2.5</td></tr><tr><td>2014-15</td><td>2.5</td><td>3.2</td></tr><tr><td>2015-16</td><td>2.8</td><td>3.5</td></tr><tr><td>2016-17</td><td>3.2</td><td>3.8</td></tr><tr><td>2017-18</td><td>3.2</td><td>4.0</td></tr><tr><td>2018-19</td><td>4.0</td><td>4.2</td></tr><tr><td>2019-20</td><td>3.8</td><td>4.2</td></tr><tr><td>2020-21</td><td>2.5</td><td>3.8</td></tr></tbody></table></div>	Period	West Yorkshire	England	2011-12	2.2	2.5	2012-13	1.8	2.2	2013-14	2.2	2.5	2014-15	2.5	3.2	2015-16	2.8	3.5	2016-17	3.2	3.8	2017-18	3.2	4.0	2018-19	4.0	4.2	2019-20	3.8	4.2	2020-21	2.5	3.8	West Yorkshire has seen two successive years of decline in net additional dwellings linked to the pandemic.
Period	West Yorkshire	England																																	
2011-12	2.2	2.5																																	
2012-13	1.8	2.2																																	
2013-14	2.2	2.5																																	
2014-15	2.5	3.2																																	
2015-16	2.8	3.5																																	
2016-17	3.2	3.8																																	
2017-18	3.2	4.0																																	
2018-19	4.0	4.2																																	
2019-20	3.8	4.2																																	
2020-21	2.5	3.8																																	

Indicator	Headline chart	Comment																
<p>Housing affordability</p> <p><i>Affordability of House Prices – ratio of median house price to median annual wage (residence-based) at local authority level in 2021</i></p> <p>Housing affordability in England and Wales: 2021, ONS, 2022</p>	 <table><thead><tr><th>Local Authority</th><th>Ratio</th></tr></thead><tbody><tr><td>Bradford</td><td>5.42</td></tr><tr><td>Calderdale</td><td>5.81</td></tr><tr><td>Kirklees</td><td>6.26</td></tr><tr><td>Leeds</td><td>7.06</td></tr><tr><td>Wakefield</td><td>6.01</td></tr><tr><td>England</td><td>9.05</td></tr></tbody></table>	Local Authority	Ratio	Bradford	5.42	Calderdale	5.81	Kirklees	6.26	Leeds	7.06	Wakefield	6.01	England	9.05	<p>Housing in West Yorkshire is relatively affordable in comparison with the national average, but affordability worsened in 2021 as prices grew much more quickly than earnings</p>		
Local Authority	Ratio																	
Bradford	5.42																	
Calderdale	5.81																	
Kirklees	6.26																	
Leeds	7.06																	
Wakefield	6.01																	
England	9.05																	
<p>Rented housing costs</p> <p><i>Median monthly rental prices for private sector two-bedroom properties, 2021/22</i></p> <p>Private rental market summary statistics in England, ONS, 2022</p>	 <table><thead><tr><th>Local Authority</th><th>Price (£)</th></tr></thead><tbody><tr><td>Bradford</td><td>550</td></tr><tr><td>Calderdale</td><td>525</td></tr><tr><td>Kirklees</td><td>525</td></tr><tr><td>Leeds</td><td>775</td></tr><tr><td>Wakefield</td><td>575</td></tr><tr><td>West Yorkshire</td><td>600</td></tr><tr><td>England</td><td>769</td></tr></tbody></table>	Local Authority	Price (£)	Bradford	550	Calderdale	525	Kirklees	525	Leeds	775	Wakefield	575	West Yorkshire	600	England	769	<p>Median private rents are below the national average in all local authorities except Leeds. National evidence shows that rental prices have increased markedly during 2022.</p>
Local Authority	Price (£)																	
Bradford	550																	
Calderdale	525																	
Kirklees	525																	
Leeds	775																	
Wakefield	575																	
West Yorkshire	600																	
England	769																	
<p>Fuel poverty</p> <p><i>Proportion of households in fuel poverty, 2020</i></p> <p>Source: Fuel poverty detailed tables, Department for Business, Energy and Industrial Strategy, 2022</p>	 <table><thead><tr><th>Local Authority</th><th>Proportion (%)</th></tr></thead><tbody><tr><td>Bradford</td><td>18%</td></tr><tr><td>Calderdale</td><td>17%</td></tr><tr><td>Kirklees</td><td>17%</td></tr><tr><td>Leeds</td><td>18%</td></tr><tr><td>Wakefield</td><td>17%</td></tr><tr><td>West Yorkshire</td><td>18%</td></tr><tr><td>England</td><td>13%</td></tr></tbody></table>	Local Authority	Proportion (%)	Bradford	18%	Calderdale	17%	Kirklees	17%	Leeds	18%	Wakefield	17%	West Yorkshire	18%	England	13%	<p>Around 176,000 households in West Yorkshire (18% of all households) are in fuel poverty - above the national average (13%). This shows that West Yorkshire is relatively poorly positioned to cope with the current energy price crisis. Forecasts suggest that 30% of households could be in fuel poverty this winter despite the government’s price freeze plan.</p>
Local Authority	Proportion (%)																	
Bradford	18%																	
Calderdale	17%																	
Kirklees	17%																	
Leeds	18%																	
Wakefield	17%																	
West Yorkshire	18%																	
England	13%																	

Indicator	Headline chart	Comment																
<p>Gigabit-capable internet coverage</p> <p><i>% of properties with gigabit-capable internet coverage</i></p> <p>Source: ThinkBroadband</p>	<table><thead><tr><th>Region</th><th>Coverage (%)</th></tr></thead><tbody><tr><td>Bradford</td><td>86%</td></tr><tr><td>Calderdale</td><td>54%</td></tr><tr><td>Kirklees</td><td>78%</td></tr><tr><td>Leeds</td><td>89%</td></tr><tr><td>Wakefield</td><td>71%</td></tr><tr><td>West Yorkshire</td><td>80%</td></tr><tr><td>UK</td><td>70%</td></tr></tbody></table>	Region	Coverage (%)	Bradford	86%	Calderdale	54%	Kirklees	78%	Leeds	89%	Wakefield	71%	West Yorkshire	80%	UK	70%	<p>80% of properties in West Yorkshire have gigabit-capable internet coverage, 10 percentage points higher than the national average. This includes 47% of properties that have full-fibre coverage.</p>
Region	Coverage (%)																	
Bradford	86%																	
Calderdale	54%																	
Kirklees	78%																	
Leeds	89%																	
Wakefield	71%																	
West Yorkshire	80%																	
UK	70%																	
<p>Mobile coverage</p> <p><i>4G premises (indoor) coverage from all providers, January 2022</i></p> <p>Source: Ofcom Connected Nations Spring Report 2022</p>	<table><thead><tr><th>Region</th><th>Coverage (%)</th></tr></thead><tbody><tr><td>West Yorkshire</td><td>86%</td></tr><tr><td>England</td><td>83%</td></tr></tbody></table>	Region	Coverage (%)	West Yorkshire	86%	England	83%	<p>4G coverage is growing in West Yorkshire and exceeds the national average.</p>										
Region	Coverage (%)																	
West Yorkshire	86%																	
England	83%																	

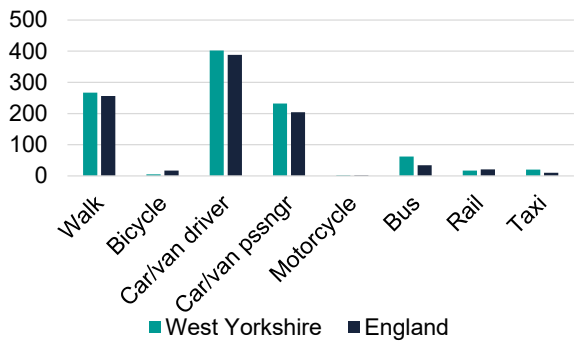
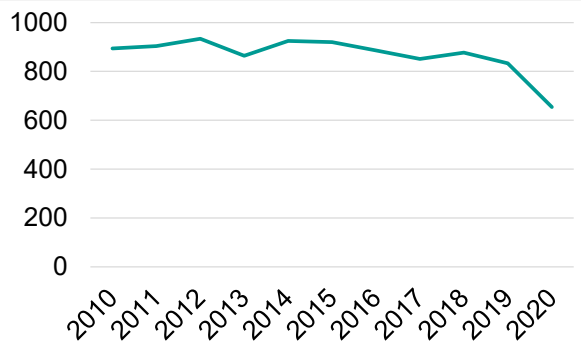
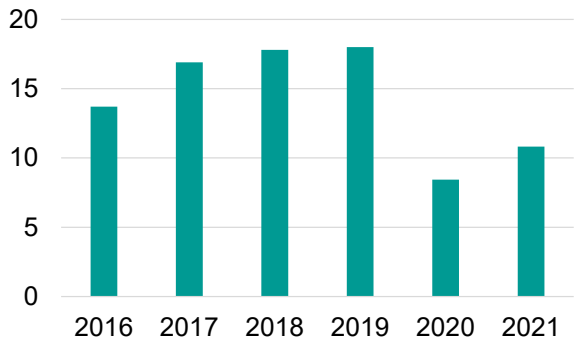
Indicator	Headline chart	Comment															
Championing culture, sport and creativity																	
<p>Employment in cultural, sport and creative activities</p> <p><i>Trend in employment in cultural, sport and creative activities, West Yorkshire</i></p> <p>Source: Business Register and Employment Survey</p>	 <table><thead><tr><th>Year</th><th>Employment</th></tr></thead><tbody><tr><td>2015</td><td>152,335</td></tr><tr><td>2016</td><td>151,405</td></tr><tr><td>2017</td><td>162,340</td></tr><tr><td>2018</td><td>178,560</td></tr><tr><td>2019</td><td>166,805</td></tr><tr><td>2020</td><td>158,285</td></tr></tbody></table>	Year	Employment	2015	152,335	2016	151,405	2017	162,340	2018	178,560	2019	166,805	2020	158,285	<p>Cultural, sport and creative activities represent a substantial part of the West Yorkshire economy but employment in this area fell over the two consecutive years of 2019 and 2020. This was probably partly due to the pandemic.</p>	
Year	Employment																
2015	152,335																
2016	151,405																
2017	162,340																
2018	178,560																
2019	166,805																
2020	158,285																
Building a sustainable, nature-rich and carbon neutral region																	
<p>Greenhouse gas emissions</p> <p><i>Per capita greenhouse gas and carbon dioxide emissions (tonnes CO2 equivalent per head)</i></p> <p>Source: UK local authority carbon dioxide emissions estimates 2020, Department for Business, Energy and Industrial Strategy, 2022</p>	 <table><thead><tr><th>Year</th><th>West Yorkshire GHG</th><th>West Yorkshire CO2</th><th>England GHG</th><th>England CO2</th></tr></thead><tbody><tr><td>2005</td><td>~7.5</td><td>~7.5</td><td>~8.5</td><td>~8.5</td></tr><tr><td>2020</td><td>~4.5</td><td>~4.5</td><td>~5.5</td><td>~5.5</td></tr></tbody></table>	Year	West Yorkshire GHG	West Yorkshire CO2	England GHG	England CO2	2005	~7.5	~7.5	~8.5	~8.5	2020	~4.5	~4.5	~5.5	~5.5	<p>Per capita emissions of carbon dioxide and of wider greenhouse gases in West Yorkshire are below the national average and are on a downward trend, which was accelerated by the pandemic in 2020. Sustained reductions are needed to achieve net zero by 2038.</p>
Year	West Yorkshire GHG	West Yorkshire CO2	England GHG	England CO2													
2005	~7.5	~7.5	~8.5	~8.5													
2020	~4.5	~4.5	~5.5	~5.5													

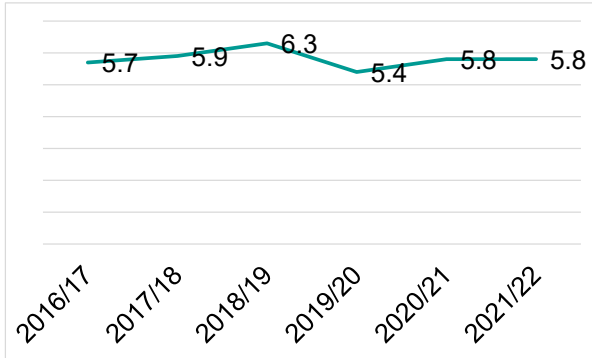
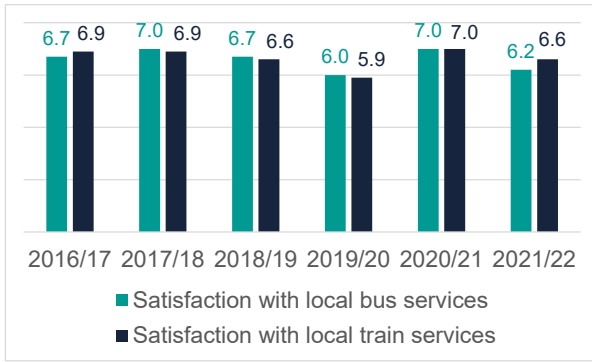
Indicator	Headline chart	Comment																		
<p>Greenhouse gas emissions by sector</p> <p><i>Greenhouse gas emissions (ktCO₂ equivalent) by selected sector for West Yorkshire</i></p> <p>Source: UK local authority carbon dioxide emissions estimates 2020, Department for Business, Energy and Industrial Strategy, 2022</p>	 <table><caption>Estimated greenhouse gas emissions (ktCO₂ equivalent) by sector for West Yorkshire</caption><thead><tr><th>Year</th><th>Industry</th><th>Commercial</th><th>Public Sector</th><th>Domestic</th><th>Transport</th></tr></thead><tbody><tr><td>2005</td><td>3,500</td><td>2,100</td><td>800</td><td>5,500</td><td>4,800</td></tr><tr><td>2020</td><td>1,800</td><td>1,000</td><td>600</td><td>3,300</td><td>3,800</td></tr></tbody></table>	Year	Industry	Commercial	Public Sector	Domestic	Transport	2005	3,500	2,100	800	5,500	4,800	2020	1,800	1,000	600	3,300	3,800	<p>The transport sector was the main source of emissions reductions in 2020, linked to the impact of the pandemic.</p>
Year	Industry	Commercial	Public Sector	Domestic	Transport															
2005	3,500	2,100	800	5,500	4,800															
2020	1,800	1,000	600	3,300	3,800															
<p>Emissions intensity</p> <p><i>Emissions intensity ratio, 2020 - the level of greenhouse gas emissions per unit of gross value added (GVA)</i></p> <p>Source: UK local authority carbon dioxide emissions estimates 2020, Department for Business, Energy and Industrial Strategy, 2022; Regional gross value added (balanced) by industry: all ITL regions, ONS, 2022</p>	 <table><caption>Emissions intensity ratio, 2020</caption><thead><tr><th>Region</th><th>Emissions intensity ratio</th></tr></thead><tbody><tr><td>West Yorkshire</td><td>0.19</td></tr><tr><td>Greater Manchester</td><td>0.16</td></tr><tr><td>Merseyside</td><td>0.20</td></tr><tr><td>South Yorkshire</td><td>0.25</td></tr><tr><td>West Midlands</td><td>0.16</td></tr><tr><td>England</td><td>0.17</td></tr></tbody></table>	Region	Emissions intensity ratio	West Yorkshire	0.19	Greater Manchester	0.16	Merseyside	0.20	South Yorkshire	0.25	West Midlands	0.16	England	0.17	<p>The emissions intensity (ratio of emissions to economic output) is in steady decline in West Yorkshire but is higher than the national average. The gap narrowed slightly in 2020 but this was an exceptional year due to the pandemic.</p>				
Region	Emissions intensity ratio																			
West Yorkshire	0.19																			
Greater Manchester	0.16																			
Merseyside	0.20																			
South Yorkshire	0.25																			
West Midlands	0.16																			
England	0.17																			

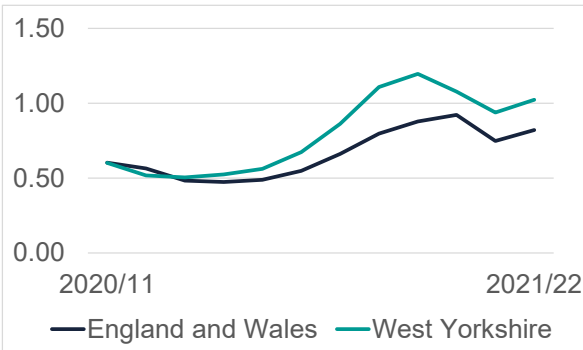
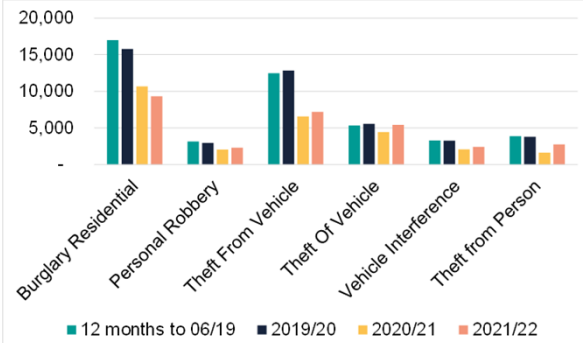
Indicator	Headline chart	Comment																											
<p>Building energy efficiency</p> <p><i>Energy Performance Certification rating by local authority</i></p> <p>Source: Energy Performance Certificate data, Department for Levelling Up, Housing and Communities</p>	 <table><caption>Energy Performance Certification rating by local authority</caption><thead><tr><th>Rating</th><th>West Yorkshire</th><th>England</th></tr></thead><tbody><tr><td>A</td><td>0%</td><td>0%</td></tr><tr><td>B</td><td>8%</td><td>12%</td></tr><tr><td>C</td><td>26%</td><td>29%</td></tr><tr><td>D</td><td>42%</td><td>38%</td></tr><tr><td>E</td><td>19%</td><td>16%</td></tr><tr><td>F</td><td>4%</td><td>4%</td></tr><tr><td>G</td><td>1%</td><td>1%</td></tr><tr><td>% C and above</td><td>34%</td><td>40%</td></tr></tbody></table>	Rating	West Yorkshire	England	A	0%	0%	B	8%	12%	C	26%	29%	D	42%	38%	E	19%	16%	F	4%	4%	G	1%	1%	% C and above	34%	40%	<p>West Yorkshire dwellings are less likely to have an energy efficiency rating of C or above compared to the national average (34% versus 40%).</p>
Rating	West Yorkshire	England																											
A	0%	0%																											
B	8%	12%																											
C	26%	29%																											
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E	19%	16%																											
F	4%	4%																											
G	1%	1%																											
% C and above	34%	40%																											
<p>Access to green space</p> <p><i>Proportion of population with easy access to local natural greenspace</i></p> <p>Source: Natural England 2021, ONS Mid-Year Population Estimates</p>	 <table><caption>Proportion of population with easy access to local natural greenspace</caption><thead><tr><th>Local Authority</th><th>Proportion</th></tr></thead><tbody><tr><td>Bradford</td><td>37%</td></tr><tr><td>Calderdale</td><td>37%</td></tr><tr><td>Kirklees</td><td>44%</td></tr><tr><td>Leeds</td><td>37%</td></tr><tr><td>Wakefield</td><td>39%</td></tr><tr><td>West Yorkshire</td><td>39%</td></tr></tbody></table>	Local Authority	Proportion	Bradford	37%	Calderdale	37%	Kirklees	44%	Leeds	37%	Wakefield	39%	West Yorkshire	39%	<p>Around two-fifths of West Yorkshire's population have easy access to local natural greenspace.</p>													
Local Authority	Proportion																												
Bradford	37%																												
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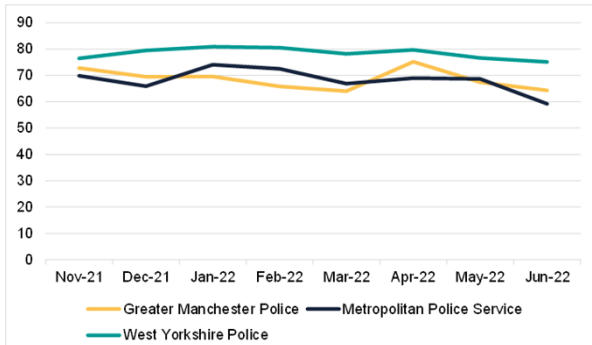
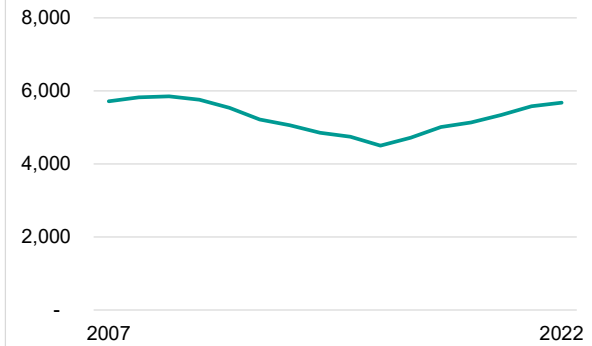
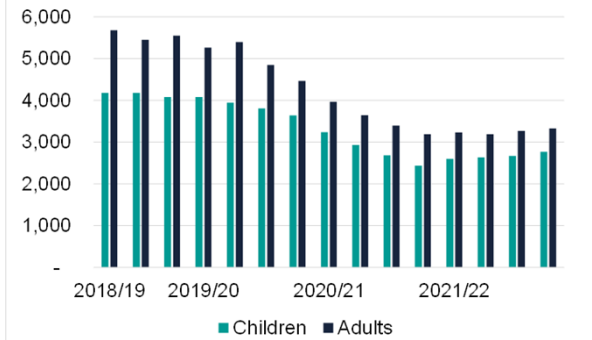
Indicator	Headline chart	Comment														
<p>Premises at risk of flooding</p> <p><i>Proportion of residential properties in flood zones</i></p> <p>Source: Environment Agency 2021, ONS Mid-Year Population Estimates</p>	<table><thead><tr><th>Area</th><th>Proportion (%)</th></tr></thead><tbody><tr><td>Bradford</td><td>2.0%</td></tr><tr><td>Calderdale</td><td>5.9%</td></tr><tr><td>Kirklees</td><td>3.5%</td></tr><tr><td>Leeds</td><td>3.7%</td></tr><tr><td>Wakefield</td><td>3.3%</td></tr><tr><td>West Yorkshire</td><td>3.4%</td></tr></tbody></table>	Area	Proportion (%)	Bradford	2.0%	Calderdale	5.9%	Kirklees	3.5%	Leeds	3.7%	Wakefield	3.3%	West Yorkshire	3.4%	<p>Around 3% of residential properties in West Yorkshire fall within a flood zone, rising to 6% in Calderdale. Flooding is likely to become a more frequent occurrence as a result of climate change.</p>
Area	Proportion (%)															
Bradford	2.0%															
Calderdale	5.9%															
Kirklees	3.5%															
Leeds	3.7%															
Wakefield	3.3%															
West Yorkshire	3.4%															
Creating an accessible, clean and customer-focused transport system																
<p>Access inequality ratio</p> <p><i>Access inequality ratio (employment)¹</i></p> <p>Source: Combined Authority analysis</p>	<table><thead><tr><th>Period</th><th>Ratio (%)</th></tr></thead><tbody><tr><td>2016/17</td><td>68%</td></tr><tr><td>2017/18</td><td>75%</td></tr><tr><td>2018/19</td><td>75%</td></tr><tr><td>2019/20</td><td>85%</td></tr><tr><td>2020/21</td><td>67%</td></tr></tbody></table>	Period	Ratio (%)	2016/17	68%	2017/18	75%	2018/19	75%	2019/20	85%	2020/21	67%	<p>Inequality of access to employment from the most deprived areas in West Yorkshire increased substantially in 2020/21, as a result of the pandemic, when only essential travel was supported.</p>		
Period	Ratio (%)															
2016/17	68%															
2017/18	75%															
2018/19	75%															
2019/20	85%															
2020/21	67%															

¹ This is the ratio of number of jobs accessible in 30 minutes using frequent bus network from most deprived areas in West Yorkshire, to the number of jobs accessible by car in 30 minutes from same areas, during the morning peak

Indicator	Headline chart	Comment																											
<p>West Yorkshire mode share</p> <p><i>Average trips per person and year by mode (2017/19 average)</i></p> <p>National Travel Survey, Department for Transport, 2020</p>	 <table><caption>Estimated data for West Yorkshire mode share</caption><thead><tr><th>Mode</th><th>West Yorkshire</th><th>England</th></tr></thead><tbody><tr><td>Walk</td><td>260</td><td>250</td></tr><tr><td>Bicycle</td><td>10</td><td>10</td></tr><tr><td>Car/van driver</td><td>400</td><td>380</td></tr><tr><td>Car/van pssngr</td><td>230</td><td>200</td></tr><tr><td>Motorcycle</td><td>10</td><td>10</td></tr><tr><td>Bus</td><td>60</td><td>30</td></tr><tr><td>Rail</td><td>10</td><td>10</td></tr><tr><td>Taxi</td><td>10</td><td>10</td></tr></tbody></table>	Mode	West Yorkshire	England	Walk	260	250	Bicycle	10	10	Car/van driver	400	380	Car/van pssngr	230	200	Motorcycle	10	10	Bus	60	30	Rail	10	10	Taxi	10	10	<p>Before the pandemic West Yorkshire saw a decline in trips made by car and an increase in walking but West Yorkshire is still more reliant on the car than nationally.</p>
Mode	West Yorkshire	England																											
Walk	260	250																											
Bicycle	10	10																											
Car/van driver	400	380																											
Car/van pssngr	230	200																											
Motorcycle	10	10																											
Bus	60	30																											
Rail	10	10																											
Taxi	10	10																											
<p>Reported road casualties</p> <p><i>Killed or seriously injured casualties (KSI) in West Yorkshire</i></p> <p>Source: Reported Road Casualties Annual Report, Department for Transport, 2020</p>	 <table><caption>Estimated data for Reported road casualties (KSI)</caption><thead><tr><th>Year</th><th>KSI</th></tr></thead><tbody><tr><td>2010</td><td>900</td></tr><tr><td>2011</td><td>900</td></tr><tr><td>2012</td><td>920</td></tr><tr><td>2013</td><td>880</td></tr><tr><td>2014</td><td>920</td></tr><tr><td>2015</td><td>920</td></tr><tr><td>2016</td><td>900</td></tr><tr><td>2017</td><td>850</td></tr><tr><td>2018</td><td>880</td></tr><tr><td>2019</td><td>850</td></tr><tr><td>2020</td><td>650</td></tr></tbody></table>	Year	KSI	2010	900	2011	900	2012	920	2013	880	2014	920	2015	920	2016	900	2017	850	2018	880	2019	850	2020	650	<p>There was sharp decline in KSI casualties in West Yorkshire in 2020 due primarily to reduction in road traffic due to the pandemic.</p>			
Year	KSI																												
2010	900																												
2011	900																												
2012	920																												
2013	880																												
2014	920																												
2015	920																												
2016	900																												
2017	850																												
2018	880																												
2019	850																												
2020	650																												
<p>MCard ticket transactions</p> <p><i>Bus Trips made using MCard Products (millions)</i></p> <p>Source: WYCA NERO Reports</p>	 <table><caption>Estimated data for MCard ticket transactions (millions)</caption><thead><tr><th>Year</th><th>Trips (millions)</th></tr></thead><tbody><tr><td>2016</td><td>13.5</td></tr><tr><td>2017</td><td>16.5</td></tr><tr><td>2018</td><td>17.5</td></tr><tr><td>2019</td><td>17.5</td></tr><tr><td>2020</td><td>8.5</td></tr><tr><td>2021</td><td>10.5</td></tr></tbody></table>	Year	Trips (millions)	2016	13.5	2017	16.5	2018	17.5	2019	17.5	2020	8.5	2021	10.5	<p>Following a sharp reduction during the pandemic there was a modest recovery in trips made using the MCard in 2021 but trips remain well below 2019 levels.</p>													
Year	Trips (millions)																												
2016	13.5																												
2017	16.5																												
2018	17.5																												
2019	17.5																												
2020	8.5																												
2021	10.5																												

Indicator	Headline chart	Comment																					
<p>Satisfaction with highway infrastructure</p> <p><i>Public satisfaction with highway infrastructure in West Yorkshire (average score on scale of 1-10)</i></p> <p>Source: Residents' Perceptions of Transport Survey</p>	 <table><thead><tr><th>Year</th><th>Score</th></tr></thead><tbody><tr><td>2016/17</td><td>5.7</td></tr><tr><td>2017/18</td><td>5.9</td></tr><tr><td>2018/19</td><td>6.3</td></tr><tr><td>2019/20</td><td>5.4</td></tr><tr><td>2020/21</td><td>5.8</td></tr><tr><td>2021/22</td><td>5.8</td></tr></tbody></table>	Year	Score	2016/17	5.7	2017/18	5.9	2018/19	6.3	2019/20	5.4	2020/21	5.8	2021/22	5.8	<p>Overall satisfaction with highway infrastructure remains at the same level as 2020/21. However, satisfaction with the provision of cycling routes and facilities as well as with most elements of road surface and pavement maintenance has worsened</p>							
Year	Score																						
2016/17	5.7																						
2017/18	5.9																						
2018/19	6.3																						
2019/20	5.4																						
2020/21	5.8																						
2021/22	5.8																						
<p>Satisfaction with public transport</p> <p><i>Satisfaction with bus and rail services in the region</i></p> <p>Source: Residents' Perceptions of Transport Survey</p>	 <table><thead><tr><th>Year</th><th>Satisfaction with local bus services</th><th>Satisfaction with local train services</th></tr></thead><tbody><tr><td>2016/17</td><td>6.7</td><td>6.9</td></tr><tr><td>2017/18</td><td>7.0</td><td>6.9</td></tr><tr><td>2018/19</td><td>6.7</td><td>6.6</td></tr><tr><td>2019/20</td><td>6.0</td><td>5.9</td></tr><tr><td>2020/21</td><td>7.0</td><td>7.0</td></tr><tr><td>2021/22</td><td>6.2</td><td>6.6</td></tr></tbody></table>	Year	Satisfaction with local bus services	Satisfaction with local train services	2016/17	6.7	6.9	2017/18	7.0	6.9	2018/19	6.7	6.6	2019/20	6.0	5.9	2020/21	7.0	7.0	2021/22	6.2	6.6	<p>Satisfaction with public transport fell in 2021/22, although it remains higher than in 2019/20.</p>
Year	Satisfaction with local bus services	Satisfaction with local train services																					
2016/17	6.7	6.9																					
2017/18	7.0	6.9																					
2018/19	6.7	6.6																					
2019/20	6.0	5.9																					
2020/21	7.0	7.0																					
2021/22	6.2	6.6																					

Indicator	Headline chart	Comment																																			
Supporting community safety and accountable, proactive policing																																					
<div>Serious violence</div> <div>Knife crime per 1,000 population</div> <div>Source: Annual Data Return from West Yorkshire Police</div>	<div><table><caption>Knife crime per 1,000 population (Estimated data)</caption><thead><tr><th>Year</th><th>England and Wales</th><th>West Yorkshire</th></tr></thead><tbody><tr><td>2020/11</td><td>0.60</td><td>0.60</td></tr><tr><td>2021/22</td><td>0.50</td><td>0.50</td></tr><tr><td>2022/23</td><td>0.55</td><td>0.60</td></tr><tr><td>2023/24</td><td>0.80</td><td>0.90</td></tr><tr><td>2024/25</td><td>0.90</td><td>1.10</td></tr><tr><td>2025/26</td><td>0.80</td><td>0.90</td></tr><tr><td>2026/27</td><td>0.85</td><td>1.00</td></tr></tbody></table></div>	Year	England and Wales	West Yorkshire	2020/11	0.60	0.60	2021/22	0.50	0.50	2022/23	0.55	0.60	2023/24	0.80	0.90	2024/25	0.90	1.10	2025/26	0.80	0.90	2026/27	0.85	1.00	Knife crime increased in 2021/22 compared with the previous year but remains below pre-pandemic levels.											
Year	England and Wales	West Yorkshire																																			
2020/11	0.60	0.60																																			
2021/22	0.50	0.50																																			
2022/23	0.55	0.60																																			
2023/24	0.80	0.90																																			
2024/25	0.90	1.10																																			
2025/26	0.80	0.90																																			
2026/27	0.85	1.00																																			
<div>Neighbourhood Crime</div> <div>Neighbourhood crime in West Yorkshire</div> <div>Source: Annual Data Return from West Yorkshire Police</div>	<div><table><caption>Neighbourhood crime in West Yorkshire (Estimated data)</caption><thead><tr><th>Category</th><th>12 months to 06/19</th><th>2019/20</th><th>2020/21</th><th>2021/22</th></tr></thead><tbody><tr><td>Burglary Residential</td><td>16,000</td><td>15,000</td><td>10,000</td><td>9,000</td></tr><tr><td>Personal Robbery</td><td>3,000</td><td>2,500</td><td>2,000</td><td>2,000</td></tr><tr><td>Theft From Vehicle</td><td>12,000</td><td>12,000</td><td>6,000</td><td>7,000</td></tr><tr><td>Theft Of Vehicle</td><td>5,000</td><td>5,000</td><td>4,000</td><td>5,000</td></tr><tr><td>Vehicle Interference</td><td>3,000</td><td>3,000</td><td>2,000</td><td>2,000</td></tr><tr><td>Theft from Person</td><td>4,000</td><td>4,000</td><td>2,000</td><td>2,000</td></tr></tbody></table></div>	Category	12 months to 06/19	2019/20	2020/21	2021/22	Burglary Residential	16,000	15,000	10,000	9,000	Personal Robbery	3,000	2,500	2,000	2,000	Theft From Vehicle	12,000	12,000	6,000	7,000	Theft Of Vehicle	5,000	5,000	4,000	5,000	Vehicle Interference	3,000	3,000	2,000	2,000	Theft from Person	4,000	4,000	2,000	2,000	Neighbourhood crime fell across the board during the pandemic and remains below the level recorded in 2019.
Category	12 months to 06/19	2019/20	2020/21	2021/22																																	
Burglary Residential	16,000	15,000	10,000	9,000																																	
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Theft from Person	4,000	4,000	2,000	2,000																																	

Indicator	Headline chart	Comment																																				
<p>Time taken to answer 999 calls to the Police</p> <p><i>Percentage of 999 calls answered within target (10 seconds)</i></p> <p>Source: Police.uk</p>	 <table><caption>Percentage of 999 calls answered within target (10 seconds)</caption><thead><tr><th>Month</th><th>Greater Manchester Police</th><th>Metropolitan Police Service</th><th>West Yorkshire Police</th></tr></thead><tbody><tr><td>Nov-21</td><td>72</td><td>68</td><td>75</td></tr><tr><td>Dec-21</td><td>68</td><td>65</td><td>78</td></tr><tr><td>Jan-22</td><td>70</td><td>72</td><td>80</td></tr><tr><td>Feb-22</td><td>65</td><td>70</td><td>78</td></tr><tr><td>Mar-22</td><td>62</td><td>68</td><td>75</td></tr><tr><td>Apr-22</td><td>72</td><td>68</td><td>78</td></tr><tr><td>May-22</td><td>68</td><td>68</td><td>75</td></tr><tr><td>Jun-22</td><td>62</td><td>60</td><td>72</td></tr></tbody></table>	Month	Greater Manchester Police	Metropolitan Police Service	West Yorkshire Police	Nov-21	72	68	75	Dec-21	68	65	78	Jan-22	70	72	80	Feb-22	65	70	78	Mar-22	62	68	75	Apr-22	72	68	78	May-22	68	68	75	Jun-22	62	60	72	<p>West Yorkshire police have performed consistently well over time on call handling.</p>
Month	Greater Manchester Police	Metropolitan Police Service	West Yorkshire Police																																			
Nov-21	72	68	75																																			
Dec-21	68	65	78																																			
Jan-22	70	72	80																																			
Feb-22	65	70	78																																			
Mar-22	62	68	75																																			
Apr-22	72	68	78																																			
May-22	68	68	75																																			
Jun-22	62	60	72																																			
<p>Police Officer numbers</p> <p><i>Count of full-time equivalent Police Officers</i></p> <p>Source: Home Office</p>	 <table><caption>Count of full-time equivalent Police Officers</caption><thead><tr><th>Year</th><th>Count</th></tr></thead><tbody><tr><td>2007</td><td>5,600</td></tr><tr><td>2008</td><td>5,800</td></tr><tr><td>2009</td><td>5,800</td></tr><tr><td>2010</td><td>5,500</td></tr><tr><td>2011</td><td>5,200</td></tr><tr><td>2012</td><td>5,000</td></tr><tr><td>2013</td><td>4,800</td></tr><tr><td>2014</td><td>4,600</td></tr><tr><td>2015</td><td>4,500</td></tr><tr><td>2016</td><td>4,500</td></tr><tr><td>2017</td><td>4,800</td></tr><tr><td>2018</td><td>5,000</td></tr><tr><td>2019</td><td>5,200</td></tr><tr><td>2020</td><td>5,400</td></tr><tr><td>2021</td><td>5,600</td></tr><tr><td>2022</td><td>5,800</td></tr></tbody></table>	Year	Count	2007	5,600	2008	5,800	2009	5,800	2010	5,500	2011	5,200	2012	5,000	2013	4,800	2014	4,600	2015	4,500	2016	4,500	2017	4,800	2018	5,000	2019	5,200	2020	5,400	2021	5,600	2022	5,800	<p>Officer numbers in West Yorkshire are on an upward trend. The most recent figures for March 2022 show an increase of 1,179 officers since March 2016, bringing the total in West Yorkshire to 5,680, a net increase of 26% for that period.</p>		
Year	Count																																					
2007	5,600																																					
2008	5,800																																					
2009	5,800																																					
2010	5,500																																					
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2020	5,400																																					
2021	5,600																																					
2022	5,800																																					
<p>Missing persons</p> <p><i>Count of missing persons in West Yorkshire</i></p> <p>Source: Quarterly Performance Report, West Yorkshire Police</p>	 <table><caption>Count of missing persons in West Yorkshire</caption><thead><tr><th>Year</th><th>Children</th><th>Adults</th></tr></thead><tbody><tr><td>2018/19</td><td>4,200</td><td>5,500</td></tr><tr><td>2019/20</td><td>4,100</td><td>5,400</td></tr><tr><td>2020/21</td><td>3,800</td><td>4,000</td></tr><tr><td>2021/22</td><td>3,200</td><td>3,200</td></tr></tbody></table>	Year	Children	Adults	2018/19	4,200	5,500	2019/20	4,100	5,400	2020/21	3,800	4,000	2021/22	3,200	3,200	<p>The restrictions on movement linked to the pandemic led to a substantial reduction in the number of persons reported as missing and the latest figures remain well below pre-pandemic levels.</p>																					
Year	Children	Adults																																				
2018/19	4,200	5,500																																				
2019/20	4,100	5,400																																				
2020/21	3,800	4,000																																				
2021/22	3,200	3,200																																				

Appendix 2 | Overview table of corporate objectives

As presented to Finance, Resources and Corporate Committee in June 2023.

The targets referenced here are set out in full as part of appendix 3.

Objective	Status	Progress of note	Challenges
Empowering our communities, towns, and cities to thrive		E2 target has been exceeded by 571 homes, enabling 1771 homes on Brownfield land. The programme has also secured an additional £22million of Government funding, allowing outputs targets to increase over the lifetime of the programme (a further 900-1855 new homes by March 2023).	E1 – Bus service reductions in October but no significant changes since then. Cost pressures are affecting CA and bus operators – reported to CA, TC and FRCC E3 – unforeseen in-year pressures has meant WY Housing Strategy will not be delivered this financial year. Currently recruiting to 3 housing related roles to support with capacity.
Building a sustainable, nature rich and carbon neutral region		B3 upgraded from red to amber, detail provided in section 2.1.5 B4 has seen an overachievement of it's target (150 whole house surveys completed against predicted 100). B9 – 85% of procurements over £60K completed included Carbon Impact considerations, this was not previously a requirement. B6 – Gas and Electricity contracts provide for 100% renewable energy.	B7 – Procurement of electric vehicles delayed. Order placed for electric vehicles with a delivery date scheduled for October 2022 is still unfulfilled and we have had limited response to our order from the supplier. B8 - This KPI remains amber as 'launching' the Better Homes Hub is not yet achieved albeit we are already delivering retrofit activity.

Creating an accessible, clean and customer focussed transport system		To note, a Mass Transit EDI strategy is being developed. Despite not being published when predicted, work is on course to have this published by summer 23, and demonstrates EDI being positively incorporated into the Directorate's work at an early stage.	Challenges to note are provided in section 2.1.4 of this report. T6 – BSIP targets at risk due to patronage remaining well under pre-Covid levels. T7 – ongoing financial challenges and reduced level of customer have impacted this KPI being realised.
Supporting community safety and accountable, proactive policing		Good overall progress against KPI, with all 4 KPIs having a green RAG rating. Key progression includes the Safety of Women and Girls Strategy being published in Nov, and a new VRU response strategy being completed with a delivery plan. Within the VRU, 14000 people under 25 and approximately 900 people over 25 have been reached across the financial year.	As with the previous report minimal reputational risk has been identified within S1 – 'Reducing Vulnerability and Multiple and Complex Needs' being likely to slip into 23/24.
Championing culture, sport and creativity		C3 and C4 both have continually shown a green RAG rating, with good progression on targets and EDI targets throughout the year.	As noted in the previous report, C1 has been delayed due to cost escalations and a need for a programme review.
Driving economic growth and innovation to enable good jobs.		7/9 KPIs have a green RAG rating with targets and EDI targets being met.	J1 and J2 are amber (with J2 being downgraded from green). This is largely due to capacity constraints causing delays in delivery, however work is ongoing.

<p>Enabling a diverse, skilled workforce and accessible learning for all.</p>		<p>W3 has seen a 126% overall achievement of targets (336 businesses supported as opposed to the predicted 266), and W4 has seen 57,515 adults supported against the target of 62,300. Good progress against EDI targets across the KPIs.</p>	<p>W1 has been downgraded from green to amber impacting the overall RAG rating of this objective. Delays have impacted realisation of this KPI, however pending assurance and CA approval, digital inclusion and digital diversity programmes likely to be live in Autumn 23 and Spring 24.</p>
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Key	
	Fully satisfies key requirements. Completed or on track to be completed / achievable.
	Partially satisfies key requirements – some outstanding elements which could prevent completion if not addressed.
	Key requirements are outstanding, with clarifications considered as high-very high risk and prevent completion / delivery if not addressed.

Appendix 3: 2022 / 23 Corporate KPIs Q4 Reporting – April 2023 (2022/23, dated April 2023, as presented to June 2023 meeting of FRCC)											
REF	CORPORATE OBJECTIVE	BUSINESS PLAN OBJECTIVE	2022/23 TARGET	DIRECTOR	EQUALITY, DIVERSITY AND INCLUSION MEASURE	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG	2022/23 TARGET PROGRESS	EQUALITY, DIVERSITY AND INCLUSION PROGRESS
B1	BUILDING A SUSTAINABLE, NATURE RICH & CARBON NEUTRAL REGION	Incorporate carbon impact assessment into the assurance process, provide support to promoters to facilitate this and publish the results of the carbon impact assessments of existing schemes.	-	Alan Retas, Director of Strategy, Communications and Intelligence	Determined by delivery of improvement through capital schemes.					The training support for carbon impact assessment has all been delivered through a combination of internal and external training sessions developed for the stage 1 and stage 2 changes being introduced into the Assurance Framework - these were supported by dedicated training material. A separate briefing and training session for members of Climate Energy and Environment Committee and Transport Committees was held June. In addition to this dedicated 1 to 1 training and briefing sessions with held with local authority portfolio leads – such as Leeds. Activity into Q3 is now transitioning into business as usual as the Carbon Impact Assessment (CIA) has now formally adopted the CIA from Outline Business Case appraisal through to Full Business Case. The responsibility for applying the toolkit in project appraisal now sits with the PMA team who are procuring additional training resource to enable PMA staff to cover carbon specific appraisal this follows a recent ILB decision that no dedicated appraisal resource for carbon will be needed - PMA and Research and Intelligence will continue work jointly on the development of carbon appraisal. The Q4 internal training sessions for PMA on the CIA toolkit have been delayed due to resource constraints in the Strategic Transport Modelling Team and will be rescheduled for Q1 2024. Planning is now underway for the key updates to CIA which will be incorporated into the next review of the Assurance Framework - the toolkit will updating to take into account new national guidance on carbon appraisal as well.	Incorporation of new carbon guidance and toolkit into Assurance Framework appraisal and business development will allow for much earlier alignment of projects to Climate Plan and actively shape the options developed by sponsors – the new stage 1 Strategic Outline Business Case (SOBC) assessment will also allow for wider environmental and inclusion considerations to be assessed as well using a doughnut economics analysis approach as well.
B2	BUILDING A SUSTAINABLE, NATURE RICH & CARBON NEUTRAL REGION	Reduce carbon generation in Combined Authority facilities and buildings through lower energy use and increasing the proportion of waste recycled.	10% reduction in energy use At least 30% of waste is recycled Contribute to savings against corporate carbon emissions (2019/20) baseline of 1072 tonnes.	Dave Pearson, Director of Transport Operations and Passenger Experience	Improve air quality in West Yorkshire by reducing carbon dioxide and methane emissions from waste disposal by reducing amounts burnt or sent to landfill. Reducing carbon dioxide and nitrous oxide emissions from waste and energy production will contribute to better air quality in areas of deprivation, which typically have higher levels of these gases.					Wellington House, Leeds and Bradford Solar Photovoltaic (PV) arrays now online and delivering improved savings. For example, July -Sept 2022 comparison with same period 2019 Leeds Bus Station: 41% reduction, Bradford Interchange: 36% reduction, Wellington House: 31% reduction. Waste management continues to deliver waste reductions. Recycling rates steady at c. 40% With regard to recycling in Bus Stations, in November recycling rates remained steady at 38%, Bus Station Managers asked to ensure encouragement recycling facility is well publicised and visible. Funding has been allocated from the Climate and Environment Plan, a programme of works to increase Solar PV on Combined Authority property will be submitted to the Assurance Process in January with an anticipated date of approval in March, with an anticipated start on site in Summer 2023. Number of completed installations that qualify for the government grant and have achieved EPC C = 860 to date. Department of Energy Security and Net Zero (DESNZ) has approved a 3 month extension to the programme in terms of drawdown of their grant, therefore programme will continue into 23/24. All eligible government grant to be claimed by end of Q1. All match-funded outputs to continue and complete by Q3. Despite good progress (at time of last national house surveys have been completed & posted to residents - an over-achievement against this KPI target. The Lead Authority approved an extension to the timescales for the project in 2022. Of the 150 whole house plans posted to the residents, only 9 residents engaged with the follow-on calls with the Retrofit Coordinator The project has supported 5 adult learners, who have completed the retrofit module and provided positive feedback. This is the total number of learners for the project out of 40 targeted. The Evaluation Report has been finalised and details the total costs for any future retrofit instalments and the expected CO2 savings that can arise from the 150 homes surveyed Learnings from the scheme have been presented to the Place Committee and Climate Committee in January 2023. Learnings will also be used to help inform the Better Homes Hub programme. Gas and Electricity contracts provide for 100% renewable energy Negotiations for the renewal of energy supply contracts from 23/24 are under way. This will maintain the principle of 100% renewable source supplies.	Increase in delivery of renewable energy contributes to regional improvements in environment (air quality) which is generally worse in areas of deprivation. The consortium will measure in particular the improvements to those tenants who are retired and more vulnerable to ill health as a result of fuel poverty. Social housing tends to have a higher proportion of: Lower income population; BAME communities; older occupants Measures therefore, to increase energy efficiency and reduce cost has the potential to benefit these groups more.
B3	BUILDING A SUSTAINABLE, NATURE RICH & CARBON NEUTRAL REGION	Complete delivery of Social Housing Decarbonisation Fund Wave 1 programme – modifications to existing social housing to improve energy efficiency; a consortium programme of 9 local housing associations, coordinated by the Combined Authority	Facilitate the delivery of retrofit improvements for up to 1316 homes through partnership working with 9 registered providers by 31st March 2023	Liz Hunter, Director of Policing, Environment and Place	Reduction in fuel poverty for up to 1316 households in social housing provision					Number of completed installations that qualify for the government grant and have achieved EPC C = 860 to date. Department of Energy Security and Net Zero (DESNZ) has approved a 3 month extension to the programme in terms of drawdown of their grant, therefore programme will continue into 23/24. All eligible government grant to be claimed by end of Q1. All match-funded outputs to continue and complete by Q3. Despite good progress (at time of last national house surveys have been completed & posted to residents - an over-achievement against this KPI target. The Lead Authority approved an extension to the timescales for the project in 2022. Of the 150 whole house plans posted to the residents, only 9 residents engaged with the follow-on calls with the Retrofit Coordinator The project has supported 5 adult learners, who have completed the retrofit module and provided positive feedback. This is the total number of learners for the project out of 40 targeted. The Evaluation Report has been finalised and details the total costs for any future retrofit instalments and the expected CO2 savings that can arise from the 150 homes surveyed Learnings from the scheme have been presented to the Place Committee and Climate Committee in January 2023. Learnings will also be used to help inform the Better Homes Hub programme. Gas and Electricity contracts provide for 100% renewable energy Negotiations for the renewal of energy supply contracts from 23/24 are under way. This will maintain the principle of 100% renewable source supplies.	The consortium will measure in particular the improvements to those tenants who are retired and more vulnerable to ill health as a result of fuel poverty. Social housing tends to have a higher proportion of: Lower income population; BAME communities; older occupants Measures therefore, to increase energy efficiency and reduce cost has the potential to benefit these groups more.
B4	BUILDING A SUSTAINABLE, NATURE RICH & CARBON NEUTRAL REGION	Complete delivery of Retrofit Hub pilot (Community Renewal Fund) – feasibility work to design energy efficiency measures for housing stock which is difficult to retrofit.	Facilitate the creation of 100 whole house plans and a toolkit of retrofit designs for hard to treat pre-1919 stone terrace properties in Manchester by 30th June 2022	Liz Hunter, Director of Policing, Environment and Place	Provision of energy efficiency advice for up to 100 households in one of the most deprived wards of Bradford to assist in reduction in fuel poverty. Linkage to skills advice for green jobs training as part of same project (led by Economic Services).					Project completed and closed on 30 November 2022. 160 whole house surveys have been completed & posted to residents - an over-achievement against this KPI target. The Lead Authority approved an extension to the timescales for the project in 2022. Of the 150 whole house plans posted to the residents, only 9 residents engaged with the follow-on calls with the Retrofit Coordinator The project has supported 5 adult learners, who have completed the retrofit module and provided positive feedback. This is the total number of learners for the project out of 40 targeted. The Evaluation Report has been finalised and details the total costs for any future retrofit instalments and the expected CO2 savings that can arise from the 150 homes surveyed Learnings from the scheme have been presented to the Place Committee and Climate Committee in January 2023. Learnings will also be used to help inform the Better Homes Hub programme. Gas and Electricity contracts provide for 100% renewable energy Negotiations for the renewal of energy supply contracts from 23/24 are under way. This will maintain the principle of 100% renewable source supplies.	Translation support was put in place for residents who do not speak English as a first language through the utilisation of Manchester Housing Association (MHA) volunteers and translated materials 150 residents/homeowners (mostly from low income, BAME communities) have been given free energy efficiency advice during the completion of the surveys, to help improve the thermal performance of their homes. The provision of free skills training was widened to allow adult learners across West Yorkshire to register and complete the free Retrofit Module
B6	BUILDING A SUSTAINABLE, NATURE RICH & CARBON NEUTRAL REGION	Ensure all fossil fuel usage continues to be purchased from renewable sources.	Gas and electricity supply contracts are from renewable sources	Dave Pearson, Director of Transport Operations and Passenger Experience	Improve air quality in West Yorkshire by buying energy from sustainable sources					Gas and Electricity contracts provide for 100% renewable energy Negotiations for the renewal of energy supply contracts from 23/24 are under way. This will maintain the principle of 100% renewable source supplies.	This is a qualitative rather than quantitative assessment as it is difficult to assess the regional and local air quality improvements from national. Typically renewable energy is described as that received from such industries as solar, wind, hydro, geothermal and biomass but may also include some carbon offsetting from industries and activities such as forestry management (tree planting etc).
B7	BUILDING A SUSTAINABLE, NATURE RICH & CARBON NEUTRAL REGION	Replace the CA's existing diesel vehicles with electric vehicles in 2022/23	Replace 6 vehicles	Dave Pearson, Director of Transport Operations and Passenger Experience	Contribute to improved air quality in West Yorkshire by reducing carbon monoxide and nitrous oxide from vehicle emissions					Procurement of electric vehicles delayed. Order placed for electric vehicles with a delivery date scheduled for October 2022 is still unfulfilled and we have had limited response to our order from the supplier. Discussions with procurement are taking place to find a way forward, for example by purchasing small numbers of vehicles from offering suppliers as they become available, unfortunately the global shortage of electric commercial vehicles and peak industry demand is still an issue.	No reduction in emissions gases can be achieved until the new electric vehicles are in use. Once received the electric vehicles will save the annual emissions of the current diesel fleet.
B8	BUILDING A SUSTAINABLE, NATURE RICH & CARBON NEUTRAL REGION	Implement the actions from the Carbon and Environment Action Plan.	Climate and environment plan prioritisation (Quarter 1) Launch Energy Accelerator targeting private sector investment (Quarter 1). Launch Better Homes Hub targeting public/private sector investment (Quarter 3)	Liz Hunter, Director of Policing, Environment and Place	The plan focusses on a just transition to net zero and so priority will be given to interventions that support our deprived communities. The delivery of the plan and the interventions will focus on the investment priority outcomes and will be reported through the state of the region report e.g. rates of fuel poverty, residents and businesses at risk of flooding and access to green spaces.					15 of the high-level actions from the Climate and Environment Plan have been prioritised for Gainshare funding via Carbon Energy and Environment Committee (CEEC) and LA's Strategic Assessment covering seven of the high-level actions approved 16 June 2022, includes Better Homes Hub. Development funding of £836k approved by Combined Authority on 22 July 2022 to allow development activity to continue at pace and resource for delivery to be secured. This funding is almost all committed, and delivery / programme development posts filled. Strategic Outline Case (SOC) for the seven high-level actions considered at 28 September 2022 Programme Appraisal Team (PAT) but not approved so now proceeding with individual business cases on the 7 priorities, further development funding secured at 21st October Combined Authority as a change request. Internal Better Homes Hub Team in place and pilot projects being identified. Work ongoing with Leeds on the PM business council project. Energy Efficiency and Carbon Reduction Framework in advanced stages of development. Better Neighbourhoods programme approved and drawing to delivery (staff funding agreements in place). Skills and Business Support programmes being led by other teams. Client side support brief is in final review stage. This KPI remains amber as 'launching the Better Homes Hub is not yet achieved albeit we are already delivering retrofit activity. Net Zero Region Accelerator - prospectus of low carbon projects / investable propositions in final stages of development.	EDI measures being integrated into the design of all programmes being brought forward from the Climate and Environment Plan (CEEC) and LA's Strategic Assessment covering seven of the high-level actions approved 16 June 2022, includes Better Homes Hub. Equality Impact Assessment (EIA) produced for the Strategic Outline Case. Stage 1 and 2 EQAs submitted as part of Better Neighbourhoods project documentation. This is a grant funding programme for local communities and beneficiaries will include hard-to-reach and disadvantaged communities (including 10% most deprived as per IMD).
B9	BUILDING A SUSTAINABLE, NATURE RICH & CARBON NEUTRAL REGION	To encourage and incentivise the CA's supply chain to minimise their carbon impact.	Carbon impact considerations to form part of all procurement strategies over £50k	Angela Taylor, Director of Finance and Commercial Services	Procurement strategies are required to include their EDI implications					In Q4 85% of procurements completed included Carbon Impact considerations. Prior to the KPI being developed, this was not a requirement and the majority of procurements concluded in the first half of the year were initiated prior to this requirement. Going forward carbon impact considerations will form part of all procurement strategies over £50k.	Equality Impact Assessment (EIA) screening templates are completed for all procurement exercises.
C1	CHAMPIONING CULTURE, SPORT & CREATIVITY	Progression of British Library North business case through the Assurance Framework.	Approval of 1 Outline Business Case by 31st March 2023	Liz Hunter, Director of Policing, Environment and Place	Creating an inclusive and diverse learning and cultural space for all of the region					Delayed due to cost escalation and consequential need for programme review Officers are working proactively alongside all partners & looking at options to move the project forward to the next stage. A comprehensive all parties technical workshop took place on 10th Jan 23 where all options and delivery routes have been reconsidered. A detailed evaluation of the issues raised will now be appraised and the approach to the project reprofiled. This is likely to now include elements of permanent works alongside a reduced temporary scope of works.	Delayed due to cost escalation and consequential need for programme review. The private sector owner of Temple Works (the preferred location of the BLN facility) is working with the CA and the CA is working with the private sector owner of Temple Works to ensure there is a comprehensive programme of EDI work streams to social inclusion and mobility for all communities benefit from the project.

C3	CHAMPIONING CULTURE, SPORT & CREATIVITY	Develop and implement a Creative Deal and shape interventions to deliver it to support in part more inclusion and diversity in the region.	Culture framework developed with a planned pipeline of work created by Autumn 2022. To enable increase in % participation in culture events from people from diverse and disadvantaged backgrounds.	Phil Witherley, Director of Inclusive Economy, Skills and Culture	Culture framework developed with a planned pipeline of work created.					Culture, Heritage and Sport Framework approved by Culture Committee in Nov 22, LEP and CA in Dec 2022. Kickstart Year of Music 23 Approved through assurance and CA. Leeds 23 WOVI' Barn development approved through assurance and CA (with 2nd tranche funding pending Culture Heritage and Sport committee approval Jan 2023). Wakefield Year of Culture Strategic Assessment submitted, and passed Strategic Assessment in Jan 2023. A pipeline Culture and Creative Industries Skills and Business support scheme was submitted for Strategic Assessment in January 2023, with a Business Justification Case to be submitted for PAT Approval by May 23.	The draft Culture, Heritage and Sport (CHS) Framework was made available for public engagement in 4 languages, and easy-read format, with Braile and BSL available on request. The framework includes the following EDI ambition: "Everyone in West Yorkshire can enjoy culture, heritage and sport, and no one will face barriers due to age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex, sexual orientation, or socio-economic background." The framework includes the following EDI evaluation metric: "The number of people engaging with culture, heritage and sports activity (including young people), and whether they reflect the diversity of our communities." A pipeline of work is in progress - (3 x business cases approved, a further Skills and Business support scheme progressing through assurance) with strong EDI targets, and includes continuation EDI-focused programme the Mayor's Screen Diversity Programme. Bradford Literature Festival (with strong EDI focus) delivered, pending evaluation. EDI activities included in Year of Culture business cases.
C4	CHAMPIONING CULTURE, SPORT & CREATIVITY	Establish a Creative Catalyst to help drive growth and establish an ecosystem for creative businesses.	Support 100 Creative and Cultural industries businesses, freelancers and microbusinesses.	Phil Witherley, Director of Inclusive Economy, Skills and Culture	Within the target, support over 50% of these businesses from disadvantaged/ diverse backgrounds or hard to reach communities.					26 businesses currently on Creative Accelerator. 30 businesses currently on Export Labs. 942 days of work across 13 businesses and 22 projects supported via TV and Film Development Fund. 2021-22 Mayor's Screen Diversity programme (Beyond Bronze's) completed delivery with 80 participants completing the programme. 20 individuals currently on Mentoring scheme.	For the Accelerator and Export Labs, the focus is on supporting over 50% of businesses from disadvantaged/ diverse backgrounds or hard to reach communities, including but not limited to female-led companies, companies founded by BAME talent and companies founded by people with disabilities. The Mayor's Screen Diversity Programme supported 58% women, 50% BAME and 33% people with disabilities and runs to September 2022. Beyond Bronze's. The aim being to increase diversity in the screen industries by delivering TV/film production training and work placements to young people aged 18 to 30. Recruitment specifically targeted disadvantaged groups including gender, ethnicity, disability and social class, as well as district split of participants. Creative Collectives will boost the creative ecosystem by supporting a bespoke programme of diversity focussed events, ie Leeds Queer Film and TV Festival and other district events and projects. Supporting and encouraging engagement from the region's young talent and diverse communities with 50% of individuals from underrepresented groups. The main aim of the scheme and fund to engage with disadvantaged communities and individuals to ensure that the creative sector makes steps to become more permeable for individuals from diverse backgrounds, in turn growing the ecosystem. For the Mentoring scheme, there is a strong focus on diverse talent to assist those from underrepresented backgrounds to seek support from relevant industry figures to support their career progression (targeting people working in mid-level careers in the Screen Industries to support and mentor them to progress to more senior positions, particularly women, people with a disability and people from disadvantaged backgrounds). Key pressure is on retention of existing bus network with constrained funding budget. If the service cuts are implemented by bus companies, areas of the community will be left unserved by bus services. August Update: On 18 August Department for Transport announced additional funding for six months. The new funding will help to stabilise the bus network, but this will be subject to negotiation with bus operators. If the service cuts are implemented by bus companies, there is a risk that communities lose connectivity. Each project has completed an Equality Impact Assessment (EIA), which will be updated as it progresses through the Assurance Framework. Of the 1771 homes achieving indicative approval in 22/23 approx. 427 are anticipated to be affordable across a range of tenures.
E1	EMPOWERING OUR COMMUNITIES, TOWNS AND CITIES TO THRIVE	Continue to ensure the bus network is inclusive with good connectivity for all of our communities	% of areas of high indices of Multiple Deprivation with access to a 30 minute or more frequent bus service	Dave Pearson, Director of Transport Operations and Passenger Experience	Assess demographics of each area of multiple deprivation.					Bus network remains unstable due to funding uncertainties – current Government funding expires in March Bus service reductions in October but no significant changes since then Cost pressures are affecting CA and bus operators – reported to CA, TC and FRGC	
E2	EMPOWERING OUR COMMUNITIES, TOWNS AND CITIES TO THRIVE	Delivery of Brownfield Housing Fund (BHF) Programme (year 3 of 8) – BHF aims to deliver a start on site for 4500+ new homes on brownfield land which can demonstrate a market failure, and a Benefit Cost Ratio of 1+.	Progression of 10 Business cases through Assurance Framework to enable 1200 new homes on brownfield land by 31st March 2023	Liz Hunter, Director of Policing, Environment and Place	Projects undertake Equality Impact Assessment's Identify developments that contribute in areas of indices of Multiple Deprivation.					Progression of 9 Business Cases through the Assurance Framework in 2022/23 (1 below forecast), indicative outputs = 1771 homes, which is 571 above forecast. Cost inflation risk is causing some project sponsors to pause and consider next steps. HB programme has secured an additional £22m Government funding, therefore the output target has increased over the lifetime of the programme to unlock a further 800 – 1,855 new homes by March 2025. Some areas of place based policy have been delayed due to resources being realigned to programme development activity and vacant posts being held in the year 2022/23. The housing strategy evidence for completing the strategy is Q4 2023/24. The flood review will also be progressed 2023/24. Low Emissions Strategy is underway led by the Transport Directorate and Government have recently issued the guidance on Local Nature Recovery Strategies and new burdens funding so that work is progressing with an announcement expected shortly from Government to confirm that the Combined Authority is the lead authority for our region.	
E3	EMPOWERING OUR COMMUNITIES, TOWNS AND CITIES TO THRIVE	Prepare new policy and maintain existing policies as part of the Strategic Economic Framework including consultation where relevant (ensuring good reach and consideration of EDI).	West Yorkshire Housing Strategy to be approved (Quarter 4). West Yorkshire Nature Recovery Strategy to commence (Summer 2023) West Yorkshire Low Emissions Strategy updated (Quarter 4). Flood Review (refresh complete - Quarter 4).	Liz Hunter, Director of Policing, Environment and Place	New policies / plans include how to improve the quality of place for people in disadvantaged communities and from diverse backgrounds. Where consultation is to be undertaken, focus on engaging with people from diverse groups. The policies will contribute to the investment priority outcomes and will be reported through the state of the region report for example access to green space from disadvantaged communities (just over a fifth of West Yorkshire's population have easy access to local natural greenspace), and properties at risk of flooding (around 4% of residential properties in West Yorkshire fall within a flood zone).					The Demerita-ready Housing Task Force is focussing on issues for people from BAME backgrounds and those from all LGBTIQ+ groups as one of its themes. The refresh of the Flood Review and integration within a wider Climate Resilience Strategy, the Housing Strategy and WY UNRS will include an Equality Impact Assessment and consideration of EDI issues. Inception meeting held on West Yorkshire Low Emissions Strategy, this is being led by the Transport Policy Team, an EQIA will be drafted, and details can be reported next quarter.	
E4	EMPOWERING OUR COMMUNITIES, TOWNS AND CITIES TO THRIVE	Build integrated place-based pipelines and secure funding that further our inclusivity and levelling up ambitions (aligned to capital and revenue funding opportunities).	Spatial Priority Areas - further definition and enabling, inc. strategic partnership with Homes England by Quarter 2. Secure 120million flood risk management funding (Government and other partners, Quarter 1) Design quality (review completed of 60% TCF schemes by Q4). SPA sites identified for design support Q3. Safer parks design guidance completed Quarter 3. Digital Infrastructure (Gigabit-capable broadband) pipeline developed, and funding secured (derived from Digital Infrastructure Opportunity Mapping) Quarter 4.	Liz Hunter, Director of Policing, Environment and Place	New interventions to support people in disadvantaged communities and from diverse backgrounds. The interventions will contribute to the investment priority outcomes and will be reported through the state of the region report, for example access to green space from disadvantaged communities (just over a fifth of West Yorkshire's population have easy access to local natural greenspace), properties at risk of flooding (around 4% of residential properties in West Yorkshire fall within a flood zone) and internet and mobile coverage.					Capital Infrastructure and Natural Flood Management Programmes have both entered CA Assurance. £7.1m allocated to the NFM Programme with delivery commencing in 2023/24. Worked with partners to refresh the programme and align with newly emerging funding opportunities for central government. Strategic Place Partnership with Homes England progressing, Business Plan in final development and consultation stages, private session held with Place Committee and Terms of Reference for the SPP Board drafted. SPP approved by CA and signing / launch at UKRI/Elf planned. Safer Parks (for women and girls) research project fieldwork is complete. Analysis is ongoing and proposal for a pilot scheme in West Yorkshire being developed. Spatial Priority Areas (SPA) engagement with local authorities on priorities for support to advance delivery of SPAs is complete, evidence will feed place and infrastructure programme development activity. Strategic Assessment in development. 500k funding secured and consultancy brief in development. Transforming Cities Fund (TCF) schemes – about 40% schemes reviewed to date. Digital Infrastructure – Approval granted for the use of Broadband Gainshare to recruit a new Programme Development Lead (recruitment live). Digital Officer appointed to start in post quarter 4. Approval granted to start project development work on the Gigabit Infrastructure Fund. Digital Opportunity Mapping progressing (without the mobile coverage element due to barriers).	Safer Parks (for women and girls) findings have identified issues which will be used to influence policy and practice including design guidance. These will also impact positively on other more vulnerable groups. Transforming Cities Fund schemes reviewed have included changes such as incorporating ramps for those with disabilities or with children, a safer gender mix of WCs and including water points in bus stations. Completion of the Digital Opportunity Mapping will allow Research & Innovation team to undertake detailed spatial mapping of the potential opportunity areas and any EDI implications (not complete yet). Flood programmes (Capital Infrastructure and Natural Flood Management) EQIAs complete.
J1	DRIVING ECONOMIC GROWTH & INNOVATION TO ENABLE GOOD JOBS	Fair work charter launched and business sign-up to charter.	Consultation undertaken March/April 22. Charter launched summer 22.	Alan Reiss, Director of Strategy, Communications and Intelligence	Consultation is representative (EDI data collected and analysed) EDI commitments for employers embedded into charter					Analysis of consultation responses undertaken in-house and considered by Steering Group in July 2022. Due to capacity constraints within the procurement function, a delay in commissioning specialist support needed for the next phase, including finalising the Charter content (ensuring it is relevant to SMEs – a key issues highlighted in the consultation) and implementation design. Following confirmation at the end of September that Contract Standing Orders were amended and a compliant procurement exercise undertaken, which enabled the commissioning of consultants to help finalise the Charter. Recommendations are due by mid-April on the final Charter content and sign up process.	One of the key drivers of the Charter is to make all workplaces in West Yorkshire more inclusive. The project is being driven by a Steering Group which is diverse including in terms of age, ethnicity, gender, and physical disability Public consultation responses included the following results: more women than men responding: 10% of respondents were non-white, and one third of respondents had a physical or mental health condition or illness.

			Investment plans for business and innovation developed by Autumn 2022 that meet the needs of the region in partnership with the business community.							Enterprise West Yorkshire and the Business Productivity Programme are in delivery. Business West Yorkshire (working title) and West Yorkshire Innovation Support programme approved by Combined Authority in October 2022. Enterprise Programme and Digital Transformation (led by Leeds City Council) in assurance process, to go to CA in February 2023. Export Support being taken through SPF funding route, in addition to an open call to support innovation and alternative business models. The call details are due to be published in April, with appraisal taking place in May. Pilot Mayoral challenge competition launched.	Growth service have been monitoring interactions with diverse and deprived groups. We have written in more robust monitoring into all of the new strategic programs. Equality, diversity and inclusion is a key criteria for open calls for projects.
J2	DRIVING ECONOMIC GROWTH & INNOVATION TO ENABLE GOOD JOBS	Develop a pipeline of new business interventions that meet our strategic needs and address the challenges of the region.		Phil Witherley, Director of Inclusive Economy, Skills and Culture	New measures developed to include a focus on businesses led by people from diverse and deprived backgrounds. Improving productivity and access to good jobs, will support the investment priority outcomes and will be reported through the state of the region report e.g. quality of work.						
J3	DRIVING ECONOMIC GROWTH & INNOVATION TO ENABLE GOOD JOBS	Deliver a revised and refreshed Growth Service model, with greater focus on reaching a more diverse range of SMEs (including social enterprises and co-ops), and with an enhanced approach to using data & intelligence to target support at specific groups and in specific districts.	3,000 SMEs supported.	Phil Witherley, Director of Inclusive Economy, Skills and Culture	10% with at least one BAME decision-maker 15% with at least one Female decision-maker 25% in 20% most deprived on IMD					4609 SME's Supported 154% of Annual Target, which demonstrates ongoing high demand for support from businesses, including on energy costs, energy efficiency and other cost of doing business pressures. The new emergency energy grants scheme launched in November 22 has definitely contributed to the uplift in business enquiries and assists this quarter. A business case has progressed through the CA Assurance Framework to implement ongoing improvements to the service from April 23 in terms of reach, viability, product range and use of digital tech.	BAME decision-maker 24.2% Female decision-maker 50.8% 20% most deprived 33.1% Protected characteristics data now being collected for all business support enquiries & interactions. The above figures on ethnicity and gender relate to the businessperson leading the enquiry / interaction with the service. This is typically the business owner or another key decision-maker in the business. Good progress to date on all EDI targets, but recognise more still needs to be done to broaden the reach of the service.
J4	DRIVING ECONOMIC GROWTH & INNOVATION TO ENABLE GOOD JOBS	Support firms to recover, build resilience and grow in response to the ongoing impacts of COVID-19, EU Exit & global events through access to finance and good quality advisory support (public and private).	1500 SMEs supported intensively to build resilience and grow.	Phil Witherley, Director of Inclusive Economy, Skills and Culture	25% in 20% most deprived on IMD					1610 SME's supported On target to meet or exceed the KPI, particularly as the businesses that receive the emergency energy grants in Q4 will contribute to it. Other grant programmes will complete in Q4 which will also contribute to the target e.g. BGP, Connecting Innovation and ReBIZ. Support is being provided to businesses with access to finance, innovation and tech adoption, business planning, resource efficiency, sustainable & active travel, and business start-up.	25.9% in 20% most deprived on IMD Decent progress to date on engaging with those businesses located in the 20% most deprived parts of the country as set out by the Indices of Multiple Deprivation.
J5	DRIVING ECONOMIC GROWTH & INNOVATION TO ENABLE GOOD JOBS	Deliver Workstreams 2 and 3 of the 'Ladder of Enterprise Support', focused on a universal offer for any person in WY who wants to start a business, and a more bespoke offer for a smaller number of high growth innovation-led enterprises with the potential to achieve significant economic, social and environmental returns. Strong focus on ED&I in terms of outreach, marketing and target outcomes.	500 pre-start & start-up firms supported.	Phil Witherley, Director of Inclusive Economy, Skills and Culture	50% Female, 20% BAME (30% for Workstream 3) 3% of people supported on the Programme will self-declare as Disabled (for Workstream 3 of the programme, the figure will be 5%).					846 pre-start & Start-up firms supported 170% of annual target The LA-employed Start-Up Managers are now well-established in post and are driving new clients to the support available from the programme. A broader range of referrals are now being received via the private and third sectors, as well as via complementary products such as ADventure and Start-Up Loans. Recent figures show that WY has one of the county's highest take-up rates for Start-Up Loans, which could be part-attributed to the additional level of start-up advisory support on the ground in the region via Enterprise WY.	Female 60.9% Ethnic Minority 36.0% Disability 11.9% Good progress to date on meeting the EDI targets, which are set out clearly in the contracts with the main providers on the programme. Referrals into the programme from the supply chain of the primary contractors are contributing to the progress to date. These include Inspired Neighbourhoods, Airedale Enterprise Services, the Opportunity Centre, Barca Leeds and Paddock Trust.
J6	DRIVING ECONOMIC GROWTH & INNOVATION TO ENABLE GOOD JOBS	Develop a compelling narrative for Innovation in West Yorkshire to secure a future innovation deal opportunity which builds on the strengths and opportunities of the entire region (distinct towns, cities and places and people and the role of innovation within that).	Agreed by Autumn 2022.	Phil Witherley, Director of Inclusive Economy, Skills and Culture	New measures in the deal to be developed to include a focus on businesses led by people from diverse and deprived backgrounds. The deal will focus on sectors that have wider societal benefits, such as health technology that ultimately supports improved health outcomes. Targeting innovation investment across the region in driving up improved EDI outcomes which will be reported through the state of the region report e.g. Entrepreneurship start ups					Govt position moved away from Innovation Deals. Focus on lobbying for additional investment whilst at the same time working more collaboratively with innovator UK to secure more business investment in WY. Action Plan with IUK launched in Feb 2023. Launchpad application to support cluster development submitted in November 2022 - still awaiting outcome. In progress of developing an Investment Zone bid with DLHUC, due Summer 2023.	Focus of all narrative is around inclusive innovation and ensuring interventions and investment deliver this. Explicit focus in IUK Action Plan on EDI.
J7	DRIVING ECONOMIC GROWTH & INNOVATION TO ENABLE GOOD JOBS	Improve the export performance of the region and encourage businesses to internationalise	350 businesses assisted with overseas trade initiatives.	Phil Witherley, Director of Inclusive Economy, Skills and Culture	Targeting 10% of businesses supported be those that are traditionally excluded from export activity, e.g. female owner/ operated and BAME led businesses					247 businesses assisted by Trade and Investment via initiatives like the Alibaba Group and UK Israel Free Trade Agreement roundtables and Export Academy sessions. A number of trade initiatives which relate to the new international trade strategy will assist this target to be met in 2022/23.	The next iteration of the international trade strategy includes the delivery of interventions that assist businesses that are disadvantaged or disproportionately impacted by the new trading environment, ie female led and BAME businesses.
J8	DRIVING ECONOMIC GROWTH & INNOVATION TO ENABLE GOOD JOBS	Attract, grow and retain investment in West Yorkshire	2,000 jobs created and safeguarded.	Phil Witherley, Director of Inclusive Economy, Skills and Culture	Targeting all new jobs created to be paid above the national average salary.					1701 jobs created and 110 safeguarded at the end of Q4. We forecast hitting target as the equity pipeline remains strong, with an investment project creating 1,000 jobs due to be claimed in Q3 as a result of the Mayor's successful mission to India. Investor confidence remains a concern given economic volatility and rising costs, though the declining pound may increase the UK's attractiveness for US investors in particular, who account for over 50% of project successes to date.	New and safeguarded jobs relate to 24 projects successes. 4 of the 24 project successes have landed outside of Leeds, in Kirkstall, Wakefield and Bradford. 20 of the 24 project successes are the result of foreign owned new investments and expansions, with 9 linked to US investors.
J9	DRIVING ECONOMIC GROWTH & INNOVATION TO ENABLE GOOD JOBS	Deliver West Yorkshire Business Accelerator Fund	Launch of fund and Investment Programme by Foresight 250 Jobs created over the life of the fund, 200 jobs safeguarded. 21 businesses invested in with target to become net zero by 2038.	Phil Witherley, Director of Inclusive Economy, Skills and Culture	The Fund will be an Ethical, Social and Corporate Governance Fund, with applicant businesses being asked to complete an ESG questionnaire to measure their credentials across a broad range of measures including: - Environmental impact and track record - Whether the business is an accredited Real Living Wage employer - The gender and ethnicity of employees - The gender and ethnicity of Board Members The following KPI's will be monitored: - % of boards that are all female teams - % of boards that are all male teams - % of boards that are mixed gender teams - % of boards with BAME representation - % of boards with 100% BAME representation					United Partnership Agreement signed in July 2022. The official fund launch event took place on 10 Nov 2022. The investment opportunity pipeline increased to 68 at the end of Q4 (Dec 2022) increasing from 52 opportunities in Q3 (Sep 2022). Foresight Investment Managers met with 23 SME Businesses in Q4 and an additional 3 offer letters were issued. The fund has made one investment to date (Q3) and there are a further 2 opportunities completing the last stage of the due diligence process. Investment drawdown is expected in Q1 / early Q2 2023. The current value of the opportunity pipeline is circa £11.65m and currently circa two thirds of the opportunities are from the Leeds Local Authority area, with 15% in Wakefield, 8% in Kirkstall, 9% in Bradford and the remainder in Calverdale. The Q4 fund report highlighted additional Equity, Diversity and Inclusion data for gender and data on ethnicity was added to the Q4 Report. 68% of businesses in the current pipeline are all male management teams, 8% are all female management teams and the remainder are mixed teams with a small number of businesses where there is no data (5%). For the 2 businesses currently completing Due Diligence, 1 has an all male team and 1 has a mixed management team. Of the 4 businesses that have received an offer letter, following an investor meeting, 1 of these businesses identified as having some minority ethnic representation. Currently there is no minority ethnic representation at businesses in either Due Diligence or Completion. The Investment Managers have established working relationships with internal and external stakeholders, including the Growth Managers and Local Authorities. A joint referral was made from Bradford MBC and the WYCA Trade and Investment team for My Lahore, which is currently being followed up by Foresight. An initial meeting has taken place and the business is currently completing an action plan, prior to receiving an initial offer letter.	68 opportunities have been reviewed by the fund manager, of these: First investment has a mixed gender senior management team - Female Managing Director and Male CEO 32% of businesses in the current opportunity pipeline have mixed management teams and 8% identified as having all female senior management teams Data has been provided for EMB businesses in the Q4 report, however data on ethnicity is currently collated at offer letter stage but is not yet collected at initial enquiry. 1 of the 4 businesses reaching offer letter stage identified as having some minority ethnic representation at senior management level, however there is currently no representation in those businesses completing due diligence or who have received investment. Fund Investment Managers are planning further regional events to publicise the SME Investment Fund in local areas across the Region following the launch event in Nov 2022, these events are planned for the end of May 2023.
S1	SUPPORTING COMMUNITY SAFETY & ACCOUNTABLE, PROACTIVE POLICING	Delivery of the Mayor's Police and Crime Plan: Strategies (including Women and Girls).	Establish Mayoral strategies on the Safety of Women and Girls, West Yorkshire Place, Responding to Multiple and Complex Needs, Vulnerability and Safeguarding, Victims and Witnesses by March 2023.	Liz Hunter, Director of Policing, Environment and Place	Public consultation is representative of the communities in West Yorkshire (Equality, Diversity and Inclusion data is collected and analysed) Strategies have core EDI theme, mirroring the Police and Crime Plan including tackling racial					Safety of Women and Girls Strategy was published in Nov and we are now moving into delivery phase. Victim & Witness Strategy has moved into external consultation with partners including LCCB. Safety Places strategy likely to be integrated into the new Pci, Env & Place Directorate workstream to create a more holistic approach. Reducing Vulnerability and Multiple & Complex Needs likely to slip into 2024, however minimal reputational risk.	Commissioning Strategy Co-design includes ensuring our commissioning approach is fair and equal, furthers equality, diversity and inclusion and does not disadvantage communities
S2	SUPPORTING COMMUNITY SAFETY & ACCOUNTABLE, PROACTIVE POLICING	Delivery of the Mayor's Police and Crime Plan: Performance Framework.	Implement new performance framework for Police & Crime plan (as set out in the Police and Crime plan.) Monitoring police force representation.	Liz Hunter, Director of Policing, Environment and Place	Increase proportion of workforce from ethnic minorities Increase proportion of female officers Monitor ethnic disparities in police activity and hold the Chief Constable to account where these are identified					Revised Performance Framework for the Police and Crime Plan 21-24 implemented through the performance monitoring report and the Performance Scrutiny Meeting (PSM). Priority dashboard taken to Partnership Executive Group to facilitate partner co-ordination and oversight. Performance reporting presented to the Partnership Executive Group (14/10/22) and the Police and Crime Panel (07/10/22, 10/03/23), in public.	Workforce paper details progress against Mayoral recruitment pledge. Analysis of disproportionate protected characteristics police activity scrutinised at Community Outcomes Meetings and PSM. Increase proportion of workforce (officers) from ethnic minorities - 6.8% at December 2022. A 0.6% increase on previous 12 months (December 2021). Increase proportion of female officers - 38.5% at December 2022. A 1.3% increase on previous 12 months (Dec 2021).

S3	SUPPORTING COMMUNITY SAFETY & ACCOUNTABLE, PROACTIVE POLICING	Commission targeted services to improve community safety and support victims of crime.	Commission evidence-based services for victims which represent value for money, focussed on outcomes, and hold providers to account.	Liz Hunter, Director of Policing, Environment and Place	To establish a key set of Equality, Diversity and Inclusion performance measures, ensuring our services meet needs of diverse users.					EDI performance monitoring reviewed and aligned to Equality Impact Assessment Toolkit.	A new Equality Impact Assessment Tool for Policing and Crime funded providers has been created and published. The toolkit has been developed to help providers consider the actual or potential effects of activities, services and decisions on people and communities and analyse and make more considered decisions about changes to service delivery, policy, and practice. The toolkit has been showcased at a number of good practice with the Association of Police and Crime Commissioners (APCC). This will be included in APCC's Data Dashboard Toolkit, in the APCC Knowledge Hub and inform the updated Equality Framework.
S4	SUPPORTING COMMUNITY SAFETY & ACCOUNTABLE, PROACTIVE POLICING	Through the Violence Reduction Unit, identify, understand and respond to tackling serious violence	Ensure delivery of Home Office VRU key aims to support a reduction of serious violence with an early intervention, public health approach.	Liz Hunter, Director of Policing, Environment and Place	Monitor VRU Early Intervention programme attendee figures and reach. VRU decision making include EqIA's VRU engagement is representative of the community. The Community are involved in VRU decision making.					A new Violence Reduction Unit (VRU) response strategy 2023 has now been completed, together with a new delivery plan for the revised indicative budget of £4.3m for the new financial year. The expected delivery for 2023 was achieved with a spend of £3.3m on intervention programmes, some of which will continue into the new financial year. The Home Office Q4 returns are being progressed for the deadline of 30th April. In this financial year around 14,000 young people under 25 were reached and approximately 800 over 25's reached. All VRU decisions continue to have an EQIA. The Community advisory group is represented on key decision making boards and membership reviewed and refreshed to continue achieving representation. The Response Strategy will drive our work and the new Delivery plan is completed and awaiting sign off with the Home Office. A revised budget is now in place for the reduced budget in 23/24 to £4.3m. In terms of partnerships we have moved to a more thematic way of framing our Partnership Delivery Group Meeting, to ensure we have the right representation at each meeting. A health check took place in Quarter 3 to ensure all structures are fit for purpose and that West Yorkshire Partners and duty holders are prepared for the Serious Violence Legal Duty requirements. Q1-Q3 spend total is £25,375,035 2023 financial year forecast: £43,142,915 Continue to push partners to provide accurate project forecasts TCF team collating more realistic forecasts, but reliant on accuracy of partner information Inflation review has caused slippage to milestones and also movement of spend profiles in order to undertake the prioritisation exercise Q4 update - Final year end spend (March 2023) was £42,614,445 £129.5M was the original forecast but this was solely based on partner forecasts, things that have changed since this point were the wrapping up and reprofiling of TCF into CRSTS programme over a longer period and also the inflation review where a number of our schemes were put forward for pausing, pipelining or phasing to deal with over programming and inflationary issues across TCF and WYTF. There has also been some performance/progress issues on some partner schemes that we are actively managing to get these back on track. When the original £129.5 forecast was put in, we still didn't know whether DTT would allow us longer than March 23 to spend TCF	All VRU decision papers are accompanied with an EQIA. Our engagement strategy is in place one of a number of community showcase events continue to take place, last one was 23 January and we are already preparing the next event. Our community engagement also continues through our Community engagement/advisory group.
T1	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Meet the Transforming Cities Fund Annual Expenditure target.	£129.5M expenditure. Projects develop inclusive stakeholder plans that include a variety of accessibility groups, community groups, user groups, etc. Users are engaged throughout design and delivery stages, and into operation of new facilities where required Schemes are designed to best practice and design standard.	Dave Haskins, Director of Transport Policy and Delivery	Projects undertake Equality Impact Assessments Projects develop inclusive stakeholder plans that include a variety of accessibility groups, community groups, user groups, etc. Users are engaged throughout design and delivery stages, and into operation of new facilities where required Schemes are designed to best practice and design standard.						EQIA Expectations and Toolkit communicated to internal and external teams via Programme Boards and day to day correspondence including requirements for engagement. EQIAs form part of Quality Review Process – Inclusive Design Guidance forms part of Quality Checklist. All except 2 schemes have EQIAs completed. Team working with portfolio Management and Appraisal on EQIA mapping against Assurance Framework – guidance and expectations All schemes working through assurance stages require updated EQIA's in business case - programme team ensuring this takes place
T10	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Annual expenditure of transport infrastructure projects / programmes.	Transport 2022/23 spend achieved in accordance with agreed target of £90m (WY+TF)	Dave Haskins, Director of Transport Policy and Delivery	N.A. – objective is spend only						N.A. – this objective is spend only
T11	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Continue delivery of transport infrastructure projects / programmes.	15 x Outline Business Cases approved 14 x Full Business Cases approved 5 x projects start on site 1 project complete on site	Dave Haskins, Director of Transport Policy and Delivery	Projects develop inclusive stakeholder plans that include a variety of accessibility groups, community groups, user groups, etc. Projects undertake Equality Impact Assessments Projects develop inclusive stakeholder plans that include a variety of accessibility groups, community groups, user groups, etc. Users are engaged throughout design and delivery stages, and into operation of new facilities where required Schemes are designed to best practice and design standards					Rated amber because it is behind the spend trajectory, and there are wider risks due to pressures on resources generally. Currently we are reviewing the West York Q4 update. 4 x Outline Business Case approved (Huddersfield Bus Station, A62 Cooper Bridge, Wakefield A638 Doncaster Road, A641 Bradford -Huddersfield Corridor) 5 x Full Business Cases approved (LCC City Square Plus, CIP Holmfrith, York Railway Station Gateway (WYTF/TCF), Transforming Travel Centres, Bradford Interchange Resurfacing Works) 9 x projects started on site (TTC Bradford, BIRW, Shetton & Sliden P&R, SAEP, CIP: A62 Smart Corridor, Dnyesley Arms, Fink Hill, Leeds CC City Centre Plus, LCC Armley Gateway) 9 x projects completed on site (Leeds ELOR, Harrogate Road New Line, City Connect: Canals HNC, Canals Leeds Liverpool Shipley, Leeds CC Regent Street, Transforming Travel Centres Bradford, Leeds Bus Station, Hebden Bridge P&R, SAEP, Wellington House) Inflation review December 2022 pipelined projects which had financial, deliverability or sustainable transport concerns. This has led to a reduction in the number of business cases coming forward through the Assurance Framework. The projects have been pipelined for future funding opportunities. This allowed for re-prioritisation of projects due to start on site / on site. Exceeded targets on start on sites and completion on sites.	All projects undertake Equality Impact Assessments, which are appraised as part of the relevant part of the Assurance Framework.
T2	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Continue development and delivery of Transforming Cities Fund programme projects.	15 x Outline Business Case/s approved 14 x Full Business Case/s approved 5 x projects start on site 1 project complete on site	Dave Haskins, Director of Transport Policy and Delivery	Projects undertake Equality Impact Assessments Projects develop inclusive stakeholder plans that include a variety of accessibility groups, community groups, user groups, etc. Users are engaged throughout design and delivery stages, and into operation of new facilities where required Schemes are designed to best practice and design standards					Programme inflation review has had an impact in year with some schemes being paused, slowed down or delivery phased, as well as value engineering exercises on some schemes that have delayed business case submissions. Ongoing review of forecast/KPI implications, but initial KPI's at the start of 2023 have not been met. A number of schemes on site, but forecast completions for 22/23 have slipped into 23/24 (White Rose and Halifax Bus Station) though substantial on site progress made Total OBC's approved to date: 5 OBC approvals planned in Q4: 2 Total FBC's approved to date: 3 FBC's forecast in Q4: 2 Total Start on Sites: 5	EQIA Expectations and Toolkit communicated to internal and external teams via Programme Boards and day to day correspondence including requirements for engagement. EQIAs form part of Quality Review Process – Inclusive Design Guidance forms part of quality checklist. All except 2 schemes have some form of EQIA completed (some require significant review and updating) - Prog Team Tracking and monitoring updates and quality of submissions. All schemes working through assurance stages require updated EQIA's in business case - programme team ensuring this takes place
T3	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Lead work on bus reform to drive up standards of bus travel.	Undertake a public engagement to refresh the understanding of the public view of bus travel (Q1). Establish the Enhanced Partnership (Q1). Agree the objectives and the compelling case for change for bus to ensure our bus network is inclusive and provides the connectivity the communities need (Q2). Undertake the needs assessment for bus reform, develop options for delivery of zero emission buses to West Yorkshire (Q4).	Dave Haskins, Director of Transport Policy and Delivery	The Bus Service Improvement Plan (BSIP) will look to enhance the bus service offer and provide connectivity to communities. The indicators will be reported through the State of the Region report and Bus Service Improvement Plan annually. To include: - Increased customer satisfaction with local bus services BSIP targets - 7.5 (2025) and 8 (2030) (score of 1-10) - Improved housing accessibility by bus via the core bus network – BSIP targets – 55% (2025) and 65% (2030) - Improved employment accessibility by bus via the core bus network – BSIP targets – 60% (2025) and 70% (2030) - Improved satisfaction with personal security while on the bus – BSIP targets - 85% (2025) and 90% (2030)					SCC submitted to go to Transport Committee May 2023, seeking approval for £6.3m - this will fund tranche 1 of the bus network plan delivery, plus schemes submitted through SuperBus. Subject to approval, these schemes will be procured over the summer and operational from autumn 2023. A Bus Enhanced Partnership was launched in April 2022, with an initial scheme underway. The Mayor's Fares initiative was introduced in September 2022, with single fares capped at a maximum of £2 and a daycaper at £4.50. Mayor's Big Bus Chat took place over the summer, with over 1,800 responses from the public. The feedback is helping us deliver improvements and changes to local bus services and the passenger experience, by identifying priorities for investment. The assessment for bus reform is ongoing and on track for a potential mayoral decision by March 2024, with the CA considering a draft of the assessment to approve to move to audit in May 23.	An assessment of the Bus Service Improvement Plan (BSIP) targets will be undertaken as part of the BSIP monitoring in the autumn. For the Big Bus Chat, the consultation team are finding ways to ensure the drop-in events have been as accessible as possible to ensure as many people are able to participate. As well as online surveys, the surveys have been made available in easy read and in various different languages.

T4	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Further develop mass transit proposals for West Yorkshire.	Establish regular engagement with DfT on mass transit (ongoing) Obtain approval for the Programme SOBC and start work on the corridor business cases (Q1) Development of the commercial and delivery strategy, resource mobilisation (Q2)	Kevin Murray, Director of Mass Transit	An EDI strategy for Mass Transit will be published by the end of 2022. A comprehensive network of accessibility engagement groups to be established over the next 12 months in order to provide a robust forum to receive further feedback on the Mass Transit Strategy, as well as to act as a longer-term sounding board for all key decisions concerning Mass Transit's design, construction and future development. Work with the Combined Authority's Communications/Engagement and Research Intelligence teams to ensure that the planned route options engagement exercise for Mass Transit is fully accessible for all, and provides an opportunity for all communities along these routes to have their say.					Engagement with DfT progressing with nominated DfT Sponsor confirmed and dedicated Mass Transit team established. Regular monthly meetings with DfT ongoing including engagement in Transit Senior Leadership Board along with HM Treasury representation. Programme SOBC confirmed by WYCA PAT and further development of discrete SOCOBC workstreams progressing. SOC for Phase 1 corridors progressing, and development of region-wide OBC model development progressing including extensive suite of model data collection information. Design development for Phase 1 corridors is progressing with Orange and Green routes. Interface with local districts is ongoing and is being managed with monthly DAG meetings and intensive workshops so input into the design is captured. Development of commercial strategies including PMO strategy progressing. IPA Routemap assessment progressing to inform development of strategies, processes and procedures. Enterprise/Client model and Target Operating Model phased development commencing. Integrated Master Schedule is currently under development with a baseline programme being achieved in 23/24 - currently has WYCA milestone dates, Business Case works, Design Development works, EDI strategy and Stakeholder Engagement Strategy. Programmes from all will be add to the IMS as they join the Mass Transit project. Organisational design confirmed and resource recruitment progressing. Interim resources in place to manage during resourcing development and recruitment. An Environmental and Land Support Partner have been awarded to support the delivery of a responsible Mass Transit system. EDI strategy not achieved in line with measure in column G, however, plan produced and ongoing with Lot 2 partner to achieve goals. A Communications Strategy is also progressing to capture the engagement / consultation activities into 23/24. One of the largest programmes of data collection is underway during Q4 (into 2023/24) to support the development of the West Yorkshire regional transport model. The data being collected is required to provide a contemporary dataset for the post-Covid model calibration. The data collection activities are spread widely across all the districts of West Yorkshire, and cover highway and public transport modes as well as household surveys to understand travel demand and preferences.	An EDI strategy for Mass Transit being published for summer 2023 As set out in the Mass Transit Vision endorsed by Mayor Brabin, our 'People First' principle and the wider EDI agenda are key elements of our plans for Mass Transit for West Yorkshire. The WYCA Mass Transit team, supported by Mott MacDonald will produce an EDI Strategy that will outline our approach to how Mass Transit will provide a 'best in class system' in relation to EDI. The Strategy will establish an evidence base, setting out how best practice from around the world can be applied to the West Yorkshire context. The Strategy will then set key principles (an EDI 'definition' for Mass Transit) that will guide the development of the Mass Transit Network. It is expected the Strategy will be developed with support from the senior WYCA and will be completed by Summer 2023. The Strategy is intended to include a foreword from Mayor Brabin reinforcing the commitment to EDI through the Mass Transit Programme from across WYCA. Network of accessibility engagement groups being established over next 12 months Our WYCA Mass Transit team is currently working to establish an external-facing user accessibility group involving members of the public and key user/accessibility group(s). This would look to build on some of our existing accessibility group(s) that have been consulted for previous pieces of work within the Combined Authority. We are also looking to benefit from existing contacts and relationships with similar groups that are active through our District Partners and stakeholders engaged on other live projects. We are also proposing to procure an accessibility consultant to work alongside the WYCA Mass Transit team in establishing the groups, and to provide accessibility support and advice to the programme as it develops. Planned route options engagement for MT being fully accessible for all and opportunities for all communities to have their say. In addition to the above, the Mass Transit team is currently working with Communication and Engagement colleagues to establish a stakeholder database for upcoming consultation events. This will be informed by the EDI Strategy and the wider stakeholder and consultation workstreams Mott MacDonald are engaged with. This will include a detailed stakeholder mapping exercise based on demographic mapping along each of the proposed Mass Transit corridors. The Accessibility Consultant will also input into our Equality, diversity and inclusion as part of the prioritisation framework for the pipeline development and will be central to the Local Transport Plan development. External input will be sought for the Local Transport Plan which will include representation to champion EDI.
T5	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Build a transport pipeline, promoting active & decarbonised travel.	Review the Connectivity Infrastructure Plan scheme lists(Q2) Develop delivery plans from existing and new strategies for development, understand the gaps and develop a prioritisation process (Q3)	Dave Haskins, Director of Transport Policy and Delivery	Linkage to E1 - that new transport projects support inclusive growth and our social wellbeing objectives and align with wider ambitions, through assessment against an agreed prioritisation framework.					The Connectivity Infrastructure Plan scheme lists are currently being reviewed and being considered in the context of writing a new Local Transport Plan for West Yorkshire Delivery plan development is in progress for a number of emerging and existing strategies. This will be concluded as the new Local Transport Plan develops. Delay to LTP guidance being issued by government, meaning Mch 2024 deadline for new adopted LTP no longer applies. Discussion required with government regarding expectations around programme. Round 1 consultation will take place early 2024, and then an implementation plan for the Local Transport Plan will be consulted on end of 2024. One to one Leader discussions on the Local Transport Plan and monthly meetings with Cllr Hinchcliffe and Cllr Carfill on the Local Transport Plan and pipeline development.	
T6	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Bus Service Improvement Plan – year 1 delivery • Fares, ticketing and information • Network accessibility and safety	Progress toward the BSIP targets by 2025: • Bus patronage of 2019 levels plus 15% • 95% Punctuality • 99.5% reliability • 10% decrease in bus journey times • 55% of housing on core network • 60% employment on core network	Dave Pearson, Director of Transport Operations and Passenger Experience	Inclusive bus network – assessment of service provision by Indices of Multiple Deprivation demographic analysis.					Bus Service Improvement Plan (BSIP) now provisionally awarded subject to formal adoption of Enhanced Partnership. BSIP funding of £69m awarded (£31m network enhancements, £37m Fares support) - singles capped at £2 an daysavers at £4.50. Implemented September 2022. 7.2 customer journeys made in first three months customers have saved £3.6m (average of 20% per ticket) Covid recovery in line with rest of UK but remains well under pre-Covid levels (c.85%) putting this target at risk. Mayor's Fares initiative launched early September Work in progress on Bus Network Development Plan – to report to Transport Committee Dec 22 Target to start to deploy BSIP network funding from March 23 in line with end of Govt covid recovery funding. Commercial local bus market remains very volatile. KPI Targets will need to be reviewed please See Tran 7. bus journey reliability and punctuality, and improved bus speed has a District partner component in terms of road space allocation, parking restraint and costs, and enforcement. Ongoing threat of commercial bus service withdrawals and tendered bus service withdrawals due to cost inflation and continued driver shortages. This has partly been mitigated by Government (DfT) extending BRG funding until March 2023. Internal Leadership Board and Head of Transport Committee kept informed. Due to increased financial challenges, reduced levels of customer demand (80 per cent pre pandemic levels), and market volatility it unlikely that the KPI's in their current form can be achieved. Based on the Transport Levy being maintained at current levels in 23/24, there will need to be more radical changes to tendered bus service provision across the network. Patronage targets in Tran 6 need to be rebased. Service criteria must be reviewed and revised in 2023/24, this will require formal consultation. Current state analysis of travel centres to assess time / motion / productivity and offer. Four, three-hour workshops to determine activity-based costings in TCs complete. Utilisation rate calculated at c.80% with c.20 activities of value to customer. Similar exercise being commissioned for Metrolink which had new telephone system implemented in Q4 to deliver enhanced offer to customers. Data from these exercises to inform new Customer Service Action Plan. Passenger Charter launched in March 2023, website, A3 A4 posters at bus stations and TCs and QR code on all RSDs being rolled out to pre-covid levels across the region. Data collection of 16 travel centre activities underway to assess value to customer and current costs. New software being tested in Metrolink from January 2023 and data collection will be developed to ensure utilisation matches defined service outcomes. Customer Charter finalised and to be implemented by end of Q4 to underpin and drive standards and expectations. Enhanced Partnership (EP) Scheme for delivering the Bus Service Improvement Plan now adopted First stage of BSIP expenditure approved by Transport Committee	Accessibility and connectivity is considered as part of future local bus network design. EQOA process is implemented for significant changes to service levels.
T7	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Ensure efficient delivery of Combined Authority transport services.	Reduce cost per trip per passenger on tendered bus service through increased patronage" Value for money on bus contract costs (£ per km)" Reduce transaction cost for pass issuance, MCard sales, Travel enquiries, school transport Maximum 10% overhead cost on the operation of tendered services, school transport and MCard sales Volume stats on service use (as currently reported to Transport Committee) Service delivery stats	Dave Pearson, Director of Transport Operations and Passenger Experience	Develop a database of characteristics of service users by introducing additional questions on application.					Accessibility and connectivity is considered as part of future local bus network design.	
T8	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Consistent delivery of customer service to transport users.	Metrolink call handling Time taken to deliver passes Digital service availability	Dave Pearson, Director of Transport Operations and Passenger Experience	Develop a database of characteristics of service users by introducing additional questions on application.					The development of a database of characteristics of service users in currently being explored and progress will be reported on in subsequent quarters.	
T9	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Delivery of Bus Enhanced Partnership.	The Enhanced Partnership Plan sets out a programme for establishing the Enhanced Partnership	Dave Pearson, Director of Transport Operations and Passenger Experience	Assessment of service provision by Indices of Multiple Deprivation demographic analysis.						
W1	ENABLING A DIVERSE, SKILLED WORKFORCE AND ACCESSIBLE LEARNING FOR ALL	Develop a future pipeline for skills investment and implement the Employment and Skills Framework, including a Digital framework and digital skills plan.	Development of a skills pipeline and investment plan including the development of the digital skills plan by Autumn 2022. New plan and interventions will focus on the investment priority outcomes and will be reported through the state of the region report e.g. People with no / low qualifications and people without basic digital skills	Phil Witherley, Director of Inclusive Economy, Skills and Culture	New plan includes how we will improve access to digital skills for those from deprived communities and from diverse backgrounds. New plan and interventions will focus on the investment priority outcomes and will be reported through the state of the region report e.g. People with no / low qualifications and people without basic digital skills					Pipeline development in progress with regular review and oversight from E&S Committee who have prioritised the pipeline. A digital diversity programme is currently in development, a digital inclusion programme has been full designed and developed with a DWP co-fund option for LAs, and is going through the assurance process. Digital Skills Framework fully endorsed and adopted with interventions prioritised by ESC and are at various stages of development with digital inclusion and digital diversity programmes likely to be live in Autumn 23, Spring 24 respectively (pending assurance and CA approval) A new Employment Support and All Age Careers strategies are being developed to support the CA's position on future devolution. A Strategic Outline Case is currently in assurance and includes a range of E&S programmes with a range of interventions to address current workforce development and future workforce needs on a range of interventions.	Employment Hub, and what will follow, is a universal service with the following priority groups low paid, low skilled and unemployed whilst others chose a mix of young people, SEND, employed, economically inactive and over 50s. EDI level programme targets to be agreed with LAs in August. Digital inclusion is one of the four key priorities of the plan, this will be measured by population with Essential Digital Skills (EDS) E&S interventions will be developed to address progress from KPIs identified in State of the Region Emerging employment support and all age careers strategies will undertake an EqIA assessment
W2	ENABLING A DIVERSE, SKILLED WORKFORCE AND ACCESSIBLE LEARNING FOR ALL	Lead work with the Green Jobs Taskforce to produce a delivery plan for the creation of 1,000 green jobs and skills transition to net zero.	Green jobs taskforce to produce workable and socialised recommendations by January 2023 to develop green skills in the region.	Phil Witherley, Director of Inclusive Economy, Skills and Culture	Green jobs workstreams to include focus on individuals from deprived and diverse backgrounds being part of the taskforce. Creation of green jobs will support the investment priority outcomes and will be reported through the state of the region report					The emerging recommendations from the Green Jobs Taskforce were taken to Employment and Skills Committee in March, further task and finish groups will be convened to support the finalisation of the first report and its recommendations. The report will be presented to relevant thematic committees for adoption and oversight for a delivery plan to address recommendations. The finding from the commissioned research are being used to support the design of E&S interventions on the pipeline.	Equality Impact Assessment (EqIA) has been completed Activity to consult with young people has been undertaken to inform the work of the Taskforce, and its emerging recommendations in the report

W3	ENABLING A DIVERSE, SKILLED WORKFORCE AND ACCESSIBLE LEARNING FOR ALL	Number of businesses supported to engage with employment and skills programmes	266 (including 90 business volunteers in schools).	Phil Witherley, Director of Inclusive Economy, Skills and Culture	20% of businesses in most deprived on IMD					336 businesses supported against the 22/23 target of 266 which is 126% overall achievement.	25% of the businesses are from businesses in most deprived Indices of Multiple Deprivation to date against a target of 20%
W4	ENABLING A DIVERSE, SKILLED WORKFORCE AND ACCESSIBLE LEARNING FOR ALL	Number of adults supported to upskill, re-train or access employment/self-employment	62300	Phil Witherley, Director of Inclusive Economy, Skills and Culture	For AEB: - 43% Learners from ethnic minority groups (WY demographic 20%) - 23% Learners with learning difficulties and disabilities (match WY Demographic) - 67% Female learners For non-AEB: - Ethnic minority – 20% - People with disabilities – 23% - Women – 50%					57,515 adults supported against the 22/23 target of 62,300 which is 92% overall achievement.	For AEB: - Ethnic Minority Groups - 50% against cumulative profile of 43% - Learners with disabilities - 17% against cumulative profile of 23% - Female Learners - 68% against cumulative profile of 67% For non-AEB - Ethnic Minority Groups - 51% against cumulative profile of 20% - Learners with disabilities - 17% against cumulative profile of 23% - Female Learners - 51% against a cumulative profile of 50%



Report to: Corporate Scrutiny Committee

Date: 22 September 2023

Subject: **Assurance Framework**

Director: Alan Reiss, Chief Operating Officer

Author: Craig Taylor, Head of Strategic Portfolio Office (SPO)

1 Purpose of this report

- 1.1 To report on progress on the peer review of the West Yorkshire Combined Authority's Assurance Framework.
- 1.2 For the Corporate Scrutiny Committee to input to the peer review of the West Yorkshire Combined Authority's Assurance Framework.

2 Information

- 2.1 The purpose of the West Yorkshire Combined Authority Assurance Framework is to ensure that the necessary systems and processes are in place to manage funding effectively, and to ensure the successful delivery of the West Yorkshire Plan and West Yorkshire Investment Strategy (WYIS) ambitions. Its focus is to ensure that necessary practices and standards are implemented to provide the Government, Combined Authority, the LEP and local partners with assurance that decisions over funding (and the means by which these decisions are implemented) are proper, transparent and deliver value for money. It covers all projects and programmes funded (revenue and capital) from Government or local sources that flow through the LEP and / or the Combined Authority.
- 2.2 The Assurance Framework complies with national best practice, is peer reviewed and is updated on an annual basis, building on existing good practice and reflecting any changes in both government guidance and improvements to the Combined Authority's procedures.
- 2.3 It was developed in 2015 as part of the Growth Deal with Government and was comprehensively reviewed during 2020/21 for February 2021, as part of the required preparations for becoming a Mayoral Combined Authority, to comply with the revised National Local Growth Assurance Framework Guidance and to ensure that it is fit for purpose for the many different types

of schemes that are now funded through the Combined Authority: capital, revenue, infrastructure, business support, skills and culture etc. Minor changes were made for February 2022 and February 2023. In June 2023 it was revised to account for the changes to the LEP Constitution and governance arrangements following the approval of the LEP Integration Plan by the Combined Authority. All changes have been considered and approved through internal governance arrangements and submitted and approved by Central Government.

- 2.4 No further update has been published by DLUHC with regards the Local Growth National Assurance Framework guidance since September 2021.

Assurance Framework Peer Review

- 2.5 The Combined Authority at their meeting on 02 February and the Corporate Scrutiny Committee on 20 January 2023, supported a peer review of the Assurance Framework to be undertaken. The purpose of this peer review was to:

- Understand the issues that promoters of schemes (external partners and the Combined Authority) have with our Assurance Framework.
- Allow promoters of schemes to propose improvement to our Assurance Framework.
- Speak to other Mayoral Combined Authorities to compare their Assurance Frameworks with ours and learn lessons from them, and vice versa, leading to improvements to our Assurance Framework.
- To build in further flexibility and proportionality to our Assurance Framework.

- 2.6 The process we have followed is as follows:

- The Assurance Frameworks from the other eight MCAs have been reviewed and compared against the West Yorkshire Combined Authority's.
- Meetings have been held with Greater Manchester (transport and non-transport), West Midlands, South Yorkshire and Liverpool to discuss how well their Assurance Framework is working and to learn lessons from them for the review of the West Yorkshire Combined Authority's Assurance Framework.
- Engagement with users of the Assurance Framework to determine from their perspective what is working well, what issues they have and what changes they would like to see. This has included a survey sent to approximately 1,000 individuals (including all committee members) and a number of meetings / workshops within the Combined Authority and with partners.
- Proposed amendments to the Assurance Framework have been drafted and are being further reviewed in line with the June 2023 revised Combined Authority directorate structure and operating model, to

enable us to be more outcome focussed and deliver for the people of West Yorkshire. For example:

- Implementation of a Strategic Portfolio Office in the Combined Authority to strengthen the capabilities, methods, controls and assurance to ensure the portfolio delivers outputs and benefits in line with expectations.
- Continuation of business case training sessions and Q&A sessions, including training on decision making and the committee structure, evaluation and Appraisal Specification Reports. Also the development of easy to understand fact sheet / one-page guides.
- Revise governance arrangements and delegations, including the formation of an officer Investment Board and Investment Priority Boards and a move to Directors owning Project Approvals recommended to decision makers (and already it is the owning Director who presents recommendations to the CA and Committees).
- Strengthen proportionality, reflecting a risk-based approach, where the level of assurance is contingent upon the risks associated with the scheme, for example:
 - Allow the use of a business justification case for schemes of a higher value.
 - An additional simpler business case template for schemes <£500,000.
 - Review all templates (including Appraisal Specification Reports) and guidance in order to simplify them, particular with regards repetition of questions and language..
 - Develop business cases that are simpler for non-transport schemes with regards the economic and financial cases.
 - Separate Appraisal Specification Reports for transport and non-transport
 - A programme level business case that will simplify project business cases.
- We are continuing to work with our partners to ensure the Assurance Framework is as flexible and proportionate as possible and are implementing some of the proposals now, e.g. a consultant is undertaking a full review of all of our templates.
- Strengthen the use of the Combined Authority's Portfolio Management Information System (PIMS), which is our IT system that allows us to manage, monitor and report on the performance of all of our schemes and funding.

Next Steps

2.7 The proposed next steps are:

- For the Corporate Scrutiny Committee to input to the peer review of the West Yorkshire Combined Authority's Assurance Framework before our new arrangements are finalised.
 - Currently, a Strategic Portfolio Office is being implemented within the Combined Authority as part of the revised Combined Authority directorate structure and operating model, approved in June 2023. This will result in changes to Assurance Framework, in particular, to the initial stages with regards a pipeline of and prioritisation of schemes. Therefore, the draft proposed amendments to the Assurance Framework will be further reviewed.
 - Continue to work with our partners to ensure the Assurance Framework is as flexible and proportionate as possible.
 - Implement some of the peer review proposals, e.g. template review.
 - Amend the Assurance Framework in line with any Local Assurance Frameworks guidance that may be published by government as part of the English Devolution Accountability Framework.
- 2.8 Approval to the revised Assurance Framework will then be required from the Combined Authority and then from government.
- 2.9 The aim is for the revised Assurance Framework to be fully approved for publication on 28 February 2024.

3 Tackling the Climate Emergency Implications

- 3.1 Climate emergency benefits and implications have been embedded throughout the Assurance Framework and the related templates and guidance documents to ensure that the climate emergency is considered by all schemes that come through Assurance Framework.
- 3.2 To strengthen decision making, a robust, quantifiable methodology for assessing all new schemes predicted carbon emissions / wider clean growth impacts has been developed (carbon impact assessment tool – CIA). The CIA has been included in all business case templates and approvals will not be sought until a CIA has been completed.
- 3.3 Climate emergency benefits and implications are required to be included in all project approvals reports which ensures that the business cases evidence their climate emergency impact.

4 Inclusive Growth Implications

- 4.1 Inclusive growth implications have been embedded throughout the Assurance Framework and the related templates and guidance documents to ensure that inclusive growth is considered by all schemes that come through Assurance Framework.

- 4.2 Inclusive growth benefits and implications are required to be included in all project approvals reports which ensures that the business cases evidence their inclusive growth impact.

5 Equality and Diversity Implications

- 5.1 Equality and diversity benefits and implications have been embedded throughout the Assurance Framework and the related templates and guidance documents to ensure that equality and diversity are considered by all schemes that come through Assurance Framework.
- 5.2 The recently revised and strengthened equality and diversity toolkit has been included in all business case templates and approvals will not be sought until an EqIA has been completed.
- 5.3 Equality and diversity benefits and implications are required to be included in all project approvals reports which ensures that the business cases evidence their equality and diversity impact (both directly and indirectly).

6 Financial Implications

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

7 Legal Implications

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

8 Staffing Implications

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

9 External Consultees

- 9.1 External consultations have been undertaken as detailed in paragraph 2.6 above.

10 Recommendations

- 10.1 That the Corporate Scrutiny Committee provides input to the peer review before new arrangements are finalised.

11 Background Documents

- 11.1 [Assurance Framework 2023](#).

12 Appendices

- 12.1 None.

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