

## **OVERVIEW AND SCRUTINY COMMITTEE**

**MEETING TO BE HELD AT 11.00 AM ON FRIDAY 17 JANUARY 2020  
IN COMMITTEE ROOM A, WELLINGTON HOUSE, LEEDS**

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

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**
- 3. POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**
- 4. MINUTES OF THE MEETING HELD ON 15 NOVEMBER 2019**  
(Pages 1 - 8)
- 5. STRATEGIC TRANSPORT ISSUES - SALE OF BUS COMPANIES, HS2 & RAIL REVIEWS AND TRANSFORMING CITIES FUND BID**

To consider strategic developments in transport, including:

  1. The potential impact of the sale of West Yorkshire bus operators (First and Arriva) and the Combined Authority's possible participation in the sale.
  2. The potential impact of the Blake-Jones Review, Williams Rail Review and Oakervee HS2 Review on the Combined Authority.
  3. Transforming Cities Fund (TCF) bid.

*Cllr Kim Groves, Chair of Transport Committee, has been invited for this item.*  
(Pages 9 - 16)
- 6. DRAFT BUDGET AND BUSINESS PLANS 2020/21**

To scrutinise the final 2020/21 draft budget and business plan before it is formally approved at the 6 February 2020 meeting of the Combined Authority.  
(Pages 17 - 38)
- 7. COMBINED AUTHORITY PERFORMANCE MONITORING AND OVERVIEW**

To monitor and maintain an overview of the Combined Authority's performance, including – key performance indicators (KPIs) and budget performance, risk register and management, capital spending and projects, and progress in achieving other major strategic objectives.

(Pages 39 - 50)

## **8. SCRUTINY WORK PROGRAMME**

To consider the work programme, future agenda items, key decisions, and receive any updates from spokespersons and working group leaders:

- Cllr P Harrand (Chair): corporate & strategic issues
- Cllr J Baker (Deputy Chair): environment (climate change working group)
- Cllr S Baines: business growth (business grants working group)
- Cllr D Foster: transport
- Cllr D Jones: employment and skills

(Pages 51 - 74)

## **9. DATE OF THE NEXT MEETING - 20 MARCH 2020**

**Signed:**

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

**Managing Director  
West Yorkshire Combined Authority**

## MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON FRIDAY 15 NOVEMBER 2019 AT COMMITTEE ROOM A, WELLINGTON HOUSE, LEEDS

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### Present:

Cllr Peter Harrand (Chair)	Leeds City Council
Cllr Stephen Baines	Calderdale Council
Cllr James Baker	Calderdale Council
Cllr Stephen Fenton	City of York Council
Cllr Yusra Hussain	Kirklees Council
Cllr David Jones	Wakefield Council
Cllr Peter Kilbane	City of York Council
Cllr Christine Knight	Leeds City Council
Cllr Edward Pearson	City of York Council
Cllr Betty Rhodes	Wakefield Council
Cllr Steve Sweeney (substitute)	Calderdale Council
Cllr Rosie Watson	Bradford Council
Cllr Geoff Winnard	Bradford Council

### In attendance:

Cllr Susan Hinchcliffe	Chair, Combined Authority and Leader, Bradford Council
Rashik Parmar	LEP Board Member and Chair, Employment & Skills Panel
Khaled Berroum	West Yorkshire Combined Authority
Michelle Burton	West Yorkshire Combined Authority
Alan Reiss	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority

### 22. Chair's comments

Members were saddened to learn of the passing of long-serving committee member Paul Kane. The Committee expressed its deepest sympathies and condolences to his family and held a minute's silence to mark his passing.

The Chair informed members that due to the general election, the regulations imposed by the pre-election period ('purdah') were in effect.

### 23. Apologies for absence

The Chair welcomed new members Councillors David Jones and Yusra Hussain to their first meeting and apologies were received from Councillors Dot Foster, Jacob Goddard, Graham Isherwood, Sarfraz Nazir, Graham Isherwood and Rob Walker.

**24. Declarations of Disclosable Pecuniary Interests**

There were no declarations of disclosable pecuniary interests.

**25. Possible exclusion of the press and public**

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

**26. Minutes of the meeting held on 13 September 2019**

**Resolved:** That the minutes of the meeting held on 13 September 2019 be approved.

**27. Employment & skills, apprenticeships and the Skills Commission**

The Committee considered a report of the interim Director of Economic Services providing an overview of the Future-Ready Skills Commission – its progress to date and emerging themes and recommendations – and an update on skills programmes delivered by the Combined Authority, with a particular focus on schools engagement and apprenticeships.

The following were in attendance for this item:

- Councillor Susan Hinchcliffe
  - Chair of the Combined Authority & Leader of Bradford Council
  - Skills lead on behalf of West Yorkshire Council Leaders
  - Chair of the Future-Ready Skills Commission
- Rashik Parmar
  - LEP Board member
  - Chair of the Employment and Skills Panel
  - IBM Fellow and Vice President for Technology (Europe)
- Michelle Burton
  - Head of Employment and Skills, Combined Authority

The Committee revisited some of the conclusions reported in the 18 January 2019 session on skills in the previous municipal year. Questions and discussion included the following:

**Local control, accountability and devolution:**

- The Committee noted that it appeared the national skills system is fragmented and responsibilities lie with different organisations such as universities, colleges, health services and private sector employers and accountability is largely outside of the direct control of local authorities (and LEPs) – which must rely on good relationships and soft power influence.
- This lack of direct control over the local system is more noticeable in West Yorkshire than in areas that have mayoral devolution deals, including Greater Manchester, where mayoral devolution has resulted in greater responsibility for some skills funding (such as Adult Education Budget) – though, even in these areas there are

challenges over the level of funding and still limited remit over the local skills system.

- The West Yorkshire Combined Authority currently relies on capital funding from external sources – central government departments and the EU – which come with restrictions on how the money is spent and impose numerical targets to be achieved.
- Whereas, mayoral combined authorities have access to unique funding such as ‘gainshare’, akin to revenue funding, which is awarded on a per capita basis and can be spent at the Mayor and/or mayoral combined authority’s discretion, including on skills programmes, in line with its independent strategic priorities.
- The ‘Future-Ready Skills Commission’, chaired by Cllr Hinchcliffe, has sought to address this imbalance by identifying the main challenges and arguing for greater devolution and local control over skills. The Commission released an interim report in November 2019 with the final report expected by June 2020.
- Some of the Commission’s recommendations are expected to be to the central government, some to Combined Authorities, LEPs and other partners.
- Some members suggested that the Committee consider exploring how West Yorkshire compares to other comparative combined authority areas in future.

**Data on apprenticeship levy, apprenticeship starts/completions and skills demand/supply:**

- Data on which non-public companies and organisations are subject to apprenticeship levy (or have unspent funds) is private financial information that government agencies cannot share. The LEP is therefore making approaches to employers directly.
- The LEP has recently launched an Apprenticeship Levy service which seeks to keep unspent levy funds in the region. This approach has found some success with some local companies such as Portakabin. It is the first company to commit funds and will support 12 engineering apprentices who would otherwise have been unable to continue with their courses.
- The LEP publishes an annual Labour Market report from publicly available data which includes information on apprenticeships, including starts and completions. It is important to effectively utilise data to predict future skills demand early in order to supply the necessary skills before they materialise, instead of being reactive and also to design a system to ensure a ‘pipeline’ from education through to employment in growing sectors.
- The LEP is not resourced, or has the remit, to monitor the quality and success of individual apprenticeships in the region, even those in the public sector. Monitoring the quality of apprenticeships is the responsibility of Ofsted rather than LEPs.
- Some scrutiny members suggested that local trade unions may have some access to some labour data that might be useful for the LEP.

### **School engagement, promoting apprenticeships and arranging student/employer encounters:**

- The LEP/Combined authority is engaged with 184 (over 90% of) secondary schools and colleges in the City Region and a new 'Raising Aspirations' pilot (funded by the Business Rates Pool) has been developed to enable schools to pilot innovative approaches to raising the aspirations of their most disadvantaged young people.
- The Committee noted that some challenges in school engagement have been reported in the past but acknowledged that the Combined Authority cannot dictate to schools what they can and cannot do – and must rely on 'soft power' persuasion, relationship building and partnership working.
- Previously, it had been suggested that engagement with school governors should be prioritised. It was noted that many schools are now part of larger academy trusts. It is important to engage with the chief executives of academy trusts who set the strategic direction and culture of the schools in their purview. To support this, members suggested that it would be useful to know which schools are academies and which trusts they belong to.

### **AGE grant performance and quality of apprenticeships:**

- It was clarified that the Apprenticeship Grant for Employers (AGE) provided to local businesses by the Combined Authority is a top-up to the national AGE grant scheme offered by the government.
- The reduction in applications for the LEP's AGE grant top-up is likely to have been in part due to national funding changes that have had a 'downstream' effect on the uptake in the scheme at a national level.
- In order to counterbalance this, the LEP Board agreed to change the application criteria to encourage more applicants and ensure as many apprenticeships as possible could be incentivised.
- Despite the LEP's desire to do so, it is not resourced – and does not have the remit - to monitor the apprenticeships that are supported through the AGE scheme or empowered to influence the quality of them. This remains the responsibility of the employers, providers and OFSTED.

### **Holistic approach and role of WYCA and partner authorities:**

- Members offered a view that whilst there is a lot of focus on connecting young people with new opportunities in the right sectors, there are still many barriers that stop many people, particularly those not in education, employment or training ('NEETs'), from taking advantage of opportunities and programmes being created – issues include young people with behavioural problems, people with mental health issues, those suffering from addiction and people involved with social services.
- Previously, it has been suggested by scrutiny that the Combined Authority could play a regional coordination role between partner

authorities to influence a more holistic and uniform approach to issues of mutual concern amongst all councils in the region.

- It was clarified that much of the preventive work described throughout the discussion, particularly in social services, took place already within local authorities. The relevant partner authorities – and other bodies, such as the police – already work together on these issues through other forums. The Combined Authority is not the only regional forum where partnership work can take place.
- The Committee was asked to note that the West Yorkshire Combined Authority did not have the statutory remit to get involved in certain services and responsibilities that are legally the preserve of local authorities.
- Ultimately, the Combined Authority is a partner authority that is equal to the other local councils in the region and not above its constituent member councils in a hierarchy. It can only perform the functions afforded to it either by legislation or if not covered in legislation, by the consent of its member councils.
- The future remit, functions and relationship of the Combined Authority with partner councils would be subject to a final mayoral devolution settlement.

#### **Local employers and Employment and Skills Panel:**

- It was noted that some of the largest employers in West Yorkshire are public sector bodies such as local partner authorities, joint services and health trusts.
- Previously it has been suggested that developing relationships and sharing information with fellow public sector organisations in skills policy and delivery should be a priority.
- It was noted that many of these bodies are already represented as members of the Employment and Skills Panel. These include – the local authorities, Department of Work and Pensions, Yorkshire & Humber NHS and local colleges and universities.
- It was also noted though that the Panel's remit is only to advise the LEP Board on Employment and Skills strategy, policy and programmes in delivery.
- Employment and Skills Panel is a legally constituted advisory committee, identical to any local authority committee, and is required to publish all its papers (including minutes, forward plan and reports) and meet in public.

#### **Resolved:**

- i) That the report be noted and the Committee's feedback and conclusions be considered further.
- ii) That the Committee be provided with further information on:
  - Recently published LEP's Labour Market Report 2019 and the Skills Commission Interim Report.
  - Employment and Skills Panel's forward plan, membership list and link to public papers.

- A breakdown of school engagement activity by district including the number of employer encounters.
- A list of schools awarded grants through the Raising Aspirations Pilot

## **28. Strategic updates and performance monitor**

The Committee received a report of the Managing Director updating them on developments in devolution, LEP review & merger, Local Industrial Strategy, Brexit preparations, corporate plan priorities, risk management and budgeting for 2020/21.

The Committee was informed that the general election had put most strategic issues, including devolution and the LEP merger, on hold and purdah prevented the revelation or discussion of any new information in public at this time. Further updates would be given following the general election on 12 December 2019 and at the next committee meeting if there is anything to update.

**Resolved:** That the updates be noted.

## **29. Scrutiny Work Programme 2019/20**

The Committee considered a report of the Scrutiny Officer outlining the 2019/20 Work Programme and received verbal updates from working group leads on their first sessions held the previous week.

The Climate Change Working Group reported that they have almost finalised their terms of reference and intend to focus on speaking to climate change leads in each authority to discuss with them how each authority is tackling the issue and what their biggest challenges are.

The Business Grants Working Group reported that they had almost finalised their terms of reference and intend to speak to the consultants currently conducting the evaluations about their findings at their next session at the end of the month. Working group members also plan to conduct site visits and speak directly to businesses who have received support and grants as part of the review process.

**Resolved:**

- i) That the working group updates be noted and that the notes of the first sessions of the working groups and terms of reference be circulated when agreed and finalised.
- ii) That the draft 2020/21 budget be added to the agenda of the next meeting and the focus of the strategic transport item be confirmed as the sale of bus companies, Transforming Cities Fund bid and the HS2 and rail reviews.

## **30. Date of the next meeting – 17 January 2020**



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**Report to:** Overview and Scrutiny Committee

**Date:** 17 January 2020

**Subject:** **Strategic transport issues**

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**Director:** Alan Reiss, Director Policy, Strategy and Communications

**Author(s):** Liz Hunter, Alice Rowland and Richard Crabtree

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## 1. Purpose of this report

1.1 To provide the Overview and Scrutiny Committee with information on strategic transport issues and their potential impact on the West Yorkshire Combined Authority. The issues for discussion are:

- The sale of West Yorkshire bus operators (First and Arriva) and the Combined Authority's possible participation;
- The Transforming Cities Fund submission.
- The potential impact of the Blake-Jones Review, Williams Rail Review and Oakervee HS2 Review on the Combined Authority;

## 2. Information

### Sale of bus companies

2.1 On 29 May 2019 First Group PLC made an announcement to shareholders that it is "pursuing structural alternatives to separate our First Bus operations from the Group" as part of a process of re-structuring the company.

2.2 Protecting, developing and improving the bus network for West Yorkshire residents is a key objective. At its meeting on 10 October 2019, the Combined Authority resolved to explore options arising from the sale of First West Yorkshire Ltd and to commission legal and technical advice in this regard, in order to inform decisions about how to manage risks to bus provision and to secure the continuity and growth of bus services in West Yorkshire.

2.3 It is understood that the sale of First West Yorkshire and the other First bus operating companies will be undertaken through an open process. There is therefore a potential opportunity to participate in the sale.

- 2.4 To better understand the potential implications for the Combined Authority, and anticipating the Combined Authority's need, technical and legal support has been procured, in order to:
- Assess the options available.
  - Understand the legal implications of possible next steps
  - Develop a value for money case for investment in bus operations
  - Undertake market due diligence.
- 2.5 Whilst the brief for this technical support has been developed in response to the particular circumstances of the sale of the bus companies, the work has considered how the Combined Authority might influence the provision of the region's bus services.
- 2.6 West Yorkshire Combined Authority remains committed to the on-going partnership work with bus operators for the benefit of West Yorkshire communities. This partnership helps to ensure communities get the best from the net £70 million of public funding that goes into buses in West Yorkshire each year.
- 2.7 Alongside this, it will be important to learn from the experiences of Greater Manchester in developing bus franchising and the emerging position in Merseyside. In actively looking at options to acquire elements of local bus operations, consideration will also be given to how other publicly funded transport such as that provided in the health and social care sectors might be integrated.
- 2.8 The Combined Authority should only embark on any model if that furthers the overall bus strategy aims to increase patronage and through that secure the wider goals of an inclusive economy and tackling the climate emergency by reducing carbon emissions. Protecting the bus network for West Yorkshire residents is an overriding key objective.
- 2.9 The work commissioned will help to give a better understanding of the strategic, financial and legal implications for the Combined Authority. Once the sale process starts formally will there be much more data available about the company and more work would be needed on the implications for the Combined Authority.
- 2.10 Bus franchising will feature in the context of continued conversations regarding a devolution deal for this region. The lessons learnt from Greater Manchester and Merseyside and the outcomes of the work commissioned to inform the options to take in the sale of First, will assist the Combined Authority as it develops the best approach to secure bus services for the region.

### **Transforming Cities Fund (TCF) bid**

- 2.11 As part of the Government's Industrial Strategy and the National Productivity Investment Fund, the Transforming Cities Fund (TCF) aims to drive up productivity through improved connections between urban centres and suburbs. To do this, the Transforming Cities Fund provides a significant

opportunity to invest in infrastructure to improve public and sustainable transport connectivity in some of England’s largest cities. The national £2.4 billion fund is a capital only pot which must be delivered by 2023.

- 2.12 Of the £2.4 billion fund, half was awarded directly to mayoral combined authorities on a per capita basis, and half was available for other city regions to bid for a share. Twelve city regions passed the initial expression of interest stage and were eligible to submit a bid for a share of the funding, including the Leeds City Region.
- 2.13 On 28 November 2019, the West Yorkshire Combined Authority submitted a bid on behalf of the Leeds City Region local authorities (Barnsley was formally represented in South Yorkshire’s submission). The full Strategic Outline Business Case and supporting appendices is published on the Combined Authority’s website at this link <https://www.westyorks-ca.gov.uk/improving-transport/transforming-cities-fund/>.
- 2.14 The Leeds City Region TCF Programme focuses on infrastructure improvements to:
- Transform access to employment and skills opportunities for communities in areas of persistent poverty
  - Create smart, clean and liveable places to make cycling and walking the obvious choice for accessing town and city centres – improving air quality
  - Transforming the public transport and active travel offer to and from housing and employment sites
  - Making travel by bus an attractive and more reliable offer for commuters by spreading the benefits of ‘Connecting Leeds’ to the rest of the city region
- 2.15 The TCF Programme is made up of 22 packages of interventions which build on existing work and seek to fill strategic investment gaps across the City Region. The content of the bid was developed in partnership across the region. District partners and the Combined Authority put forward schemes for inclusion in the bid, and these were shortlisted through a process of multi-criteria analysis against the Department for Transport’s TCF objectives. Through this process a shortlist of schemes was developed.
- 2.16 The Department for Transport required the bid to include three funding scenarios: low, core and high. These are set out in Table 1 below.

**Table 1: Leeds City Region TCF Funding Scenarios**

<b>Scenario</b>	<b>Low</b>	<b>Core</b>	<b>High</b>
<b>TCF Financial Ask</b>	£292.2m	£406.3m	£480.5m

- 2.17 It is expected that the Department for Transport will make a funding decision on TCF allocations by the end of March 2020. In parallel to this, each project within the TCF Programme is progressing through the Combined Authority’s Assurance Process, to ensure readiness to start to deliver once a funding decision is made. To date, all packages have completed Decision Point 1

(Strategic Assessment) and all packages are working towards Decision Point 2 (Strategic Outline Case).

- 2.18 The Government requirement to deliver the programme by 2023 means that the timescales are challenging. Work is underway at pace to put in place governance and resourcing plans to ensure the Combined Authority and district partners are able to deliver the Programme effectively, efficiently and swiftly when a funding decision is made.

### **HS2 and rail reviews**

- 2.19 Reviews were undertaken in 2019 covering various rail matters, all of which the Combined Authority responded to and which have potential implications for the Combined Authority. In turn, these reviews are the Oakervee Review into the future of HS2, the Blake Jones Review following the May 2018 timetable crisis, and the Williams Rail Review.

#### Oakervee Review

- 2.20 In August 2019 the Government commissioned a review led by Douglas Oakervee into HS2, following the Prime Minister's stated wish to review whether and how HS2 proceeds. The review will use all existing evidence on the project and consider its:
- benefits and impacts;
  - affordability and efficiency;
  - deliverability; and
  - scope and phasing, including its relationship with Northern Powerhouse Rail.
- 2.21 Leeds City Council and the Combined Authority submitted evidence to the review panel in September 2019 working with Cllrs Judith Blake, Susan Hinchcliffe and the West and North Yorkshire Chamber of Commerce. The original aim was for the Review to report in Autumn 2019, but this has been delayed and is expected early in 2020.
- 2.22 If the Oakervee Review is published by the time Overview and Scrutiny Committee meets, a verbal update will be provided as necessary.

#### Blake Jones Review

- 2.23 The introduction of the May 2018 rail timetable changes in the North led to severe disruption for passengers and businesses. Cllr Blake on behalf of Transport for the North (TfN), and the Minister for Rail at the Department for Transport (DfT) undertook a joint TfN / DfT Review into the issues published as the Blake Jones Review of the Rail North Partnership. A small review team was established consisting of officials from TfN, DfT and West Yorkshire Combined Authority and views were obtained from Local Transport Authorities in the North, LEPs, Transport Focus, train operators, TfN, DfT and the Rail North Partnership.

- 2.24 The Combined Authority agreed its key points for input into the Review at its meeting on 2 August 2018. These focused on the need for strengthened regional oversight and greater accountability to secure passenger interests in decision making. The Review was known as the Blake Johnson Review at this point, reflecting the name of the relevant Minister with rail responsibilities at the time.
- 2.25 The Review was published in July 2019 and makes recommendations for improved functioning of the current rail devolution arrangements in the North, as well as recommendations to the Williams Rail Review for more fundamental reform. A key theme is putting passenger interests at the heart of decision making, including a new 'Passenger Promise', and greater political oversight. A summary of the [Blake Jones Review recommendations was set out in the papers for the Combined Authority meeting on 1 August 2019](#).
- 2.26 Transport for the North (TfN) has developed a Blake Jones implementation plan which is resulting in changes to the Rail North governance arrangements, with greater accountability for the Rail North Partnership Board of appointed officials through better reporting via the Rail North Committee. Details for implementation of the Passenger Promise are being developed, with an emphasis on better capturing and reporting of impacts of crowding and disruption on passengers. These reforms will continue in 2020. The Blake Jones Action Plan (as of 8 Jan 2020) can be found here: <https://transportforthenorth.com/wp-content/uploads/10.1-RNC-080120-Blake-Jones-Appendix-1-1.pdf>
- 2.27 The Combined Authority is already participating in and supporting the Rail North governance at officer and Member levels. This includes financial contributions to the TfN Strategic Rail function, as well of dedicated officer time. The emphasis of the Review is to improve the effectiveness of these arrangements, so the resource implications for the Combined Authority are marginal in the short term. In the medium term, the more significant change for the Combined Authority will come in the context of the anticipated Williams Review reforms.

#### Williams Rail Review

- 2.28 Government established the Williams Rail Review in September 2018 to look at the structure of the whole rail industry and the way passenger rail services are delivered. The review will make recommendations for reform that prioritise passengers' and taxpayers' interests. The review was launched in response to the evident need for substantial structural reform of the rail industry, not least as evidenced by the widespread chaos caused by the May 2018 timetable change.
- 2.29 The outcome of the Review will be published as a White Paper setting out reforms to be followed by legislation as necessary for implementation. This was expected to be published in late 2019. The new Government is now expected to publish the White Paper in the early part of 2020.

- 2.30 The Review has sought evidence on an iterative basis, and in response to issues papers. The Combined Authority's first submission to the review was agreed by the Combined Authority at its meeting on 14 February 2019. This highlighted that the current organisational and commercial railway frameworks are not working for our region.
- 2.31 The Combined Authority submitted its second response at the end of April 2019. This was agreed by Leaders and Transport Committee members by correspondence and subsequently endorsed by the Combined Authority at its meeting on 27 June 2019. This response also informed the Combined Authority's contribution to the Transport for the North submission. The second response set out the need for:
- clarity of objectives for the railway: social, economic, and environmental and permeating the railway from top to bottom;
  - network outputs driven by these objectives (without conflicting incentives);
  - value for money in day-to-day operation and in delivery of new infrastructure;
  - a coordinated and integrated rail system with a 'controlling mind' with clear lines for influence and accountability;
  - a railway operationally independent of government (but accountable to it nationally and regionally), with a focus on investing in skills and research; and
  - devolution to ensure that objectives reflect local priorities and conditions, with accountability to those most affected by the railway.
- 2.32 Further officer discussions took place with the Williams Review team over summer 2019 to refine input into the Review based on the agreed submissions.
- 2.33 Whilst the outcome of the Review is currently unknown, it is now widely trailed that it will result in substantial reforms that will mark the end of rail franchising in a bid to make the structure of the industry much simpler. A much stronger role for local areas has also been trailed via political speeches.
- 2.34 This will almost certainly result in an expanded role and greater influence for the Combined Authority over rail matters. In calling for such reform the Combined Authority has also made it clear that this must be accompanied with increased resources through the parallel devolution of powers and funding.
- 2.35 Until the outcome of the Review is known it is not possible to plan in detail for its implications on the Combined Authority. This will also depend on the ultimate role of Transport for the North in day-to-day rail matters. Meanwhile, the Combined Authority is working to bolster its working relationship with the rail industry in developing and influencing investment plans. This includes refreshing the Authority's evidence base on rail demand, future patronage and connectivity priorities. Officers from partner councils have been engaged in this activity and Members will continue to be engaged at appropriate points.

### **3. Financial Implications**



- 3.1 There are no financial implications directly arising from this report. However, the Committee should note the following associated financial matters:
- **Bus Sale:** At its meeting on 10 October 2019, the Combined Authority approved expenditure of up to £200,000 on technical advice to inform the Authority's options in response to the current situation. Further funding will be required to progress on any acquisition or franchise options;
  - **Transforming Cities Fund:** The Government is expected to make a decision about Transforming Cities Fund allocations by March 2020;
  - **Williams Review:** It has been made clear as part of wider devolution activity that any expanded role of the Combined Authority in rail matters will need to include commensurate devolution of funding from government.

#### **4. Legal Implications**

- 4.1 There are no legal implications directly arising from this report. As set out above, legal advice has been procured in relation to the future of bus services.

#### **5. Staffing Implications**

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

#### **6. External Consultees**

- 6.1 No external consultations have been undertaken specifically for this report.

#### **7. Recommendations**

- 7.1 That the Overview and Scrutiny Committee note the content of the report and provide comment to the issues raised in the report.

#### **8. Background Documents**

HS2 independent review: terms of reference ('Oakervee Review'), available here: <https://www.gov.uk/government/publications/hs2-independent-review-terms-of-reference>

Terms of Reference for Blake Johnson Review, and Combined Authority's key points for submission to the Review. Contained in **Item 6** – West Yorkshire Combined Authority, 2 August 2019. Available via: <https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CIId=133&MIId=740&Ver=4>

Blake Jones Review: Rail North Partnership Review. Summary report and technical annex, available here: <https://www.gov.uk/government/publications/blake-jones-review-rail-north-partnership-review>

Summary of Blake Jones Review of the Rail North Partnership, including recommendations. Contained in **Item 7** – West Yorkshire Combined Authority,

1 August 2019. Available via:

<https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=133&MId=834&Ver=4>

Blake-Jones Review Action Plan (8 Jan 2020, Rail North Committee):

<https://transportforthenorth.com/wp-content/uploads/10.1-RNC-080120-Blake-Jones-Appendix-1-1.pdf>

The Williams Rail Review. Terms of reference, call for evidence, evidence papers and announcements, available here:

<https://www.gov.uk/government/collections/the-williams-rail-review>

Summary of Combined Authority response to Williams Rail Review Call for Evidence. Contained in **Item 5** – West Yorkshire Combined Authority, 14 February 2019. Available via:

<https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=133&MId=743&Ver=4>

Combined Authority response to Williams Rail Review Second Call for Evidence. Contained in **Item 16** – West Yorkshire Combined Authority, 27 June 2019. Available via:

<https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=133&MId=745>

## **9. Appendices**

None.

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**Report to:** Overview and Scrutiny Committee

**Date:** 17 January 2020

**Subject:** **Draft Budget and business plan 2020/21**

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**Director(s):** Angela Taylor, Director, Resources

**Author(s):** Jon Sheard, Angela Taylor

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## 1. Purpose of this report

- 1.1 To advise the Overview and Scrutiny Committee of the work underway to progress the budget and business plans for 2020/21.

## 2. Information

- 2.1 The Combined Authority received an update on the draft budget proposals for 2020/21 at its meeting 9 January 2020. That report and appendices are attached at **Appendix 1** for information. A paper will be presented for final approval to the Combined Authority on 6 February 2020.
- 2.2 The Combined Authority continues to recognise the difficult funding position facing local authorities as they await the outcome of the fair funding and comprehensive spending reviews. This is at a time when their funding continues to be cut and demand for their services is increasing. The current year budget is set in the context of the previously agreed three year strategy (2018/19-20/21) that included a commitment to reduce the transport levy by £1 million in each of the three years and to reduce the use of reserves to produce a balanced position by 2020/21 and subsequent years.
- 2.3 Work to deliver a balanced revenue budget has progressed under scrutiny and engagement with appropriate committees, partners, including Directors of Finance and public engagement is currently underway using the YourVoice portal. The 2020/21 business plans produced by each directorate reflect a focus on both continuing to deliver services as effectively as possible whilst also identifying those areas where additional work is required to ensure continuing improvement, transformation of services and full achievement of the corporate priorities.
- 2.4 Work is continuing on the capital budget through finalising the three year capital spend projections and ensuring that the funding available is

maximised. Much of the current Growth Deal funding which makes up the largest element of the capital funding available concludes in 2021 and the programme is being reviewed to ensure deliverability within these timescales. The detailed capital expenditure programme is being verified by partners delivering the projects and highlights a borrowing requirement from 2020/21 onwards. The revenue costs of supporting this borrowing, which is predominantly for the Transport Fund, will be reflected in the final proposed budget in February 2020, to be funded from the Transport Fund reserve.

- 2.5 Members are asked to note progress, provide any further areas for consideration and confirm if there is any information they would like to have provided to future meetings.

### **3. Clean Growth Implications**

- 3.1 It is proposed to strengthen the Combined Authority's focus on carbon reduction by renaming the clean growth corporate priority to "Tackling the Climate Emergency". The draft business plans contain objectives and priorities to tackle the climate emergency, and the budgets seek to include where possible resource to address this work. The capital budget includes some specific schemes relating to clean growth.

- 3.2 Enabling wider aspects of clean economic growth remains of the utmost importance to the Combined Authority. However, making "Tackling the Climate Emergency" a corporate priority means that carbon reduction becomes an explicit objective of the Combined Authority, consistent with the Climate Emergency Declaration in 2019.

### **4. Financial Implications**

- 4.1 As set out in the report.

### **5. Legal Implications**

- 5.1 None arising directly from this report.

### **6. Staffing Implications**

- 6.1 None arising directly from this report.

### **7. External Consultees**

- 7.1 None.

### **8. Recommendations**

- 8.1 That the Overview and Scrutiny Committee provide any input to budget planning and the issues raised in the report.

**9. Background Documents**

None.

**10. Appendices**

Appendix 1 – Business plan and budget 2020/21 report and appendices submitted to the Combined Authority (9/1/20).

Appendix 2 – Draft business plan for 2020/21

Appendix 3 – Draft revenue budget

Appendix 4 – Draft capital budget

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**Report to:** West Yorkshire Combined Authority

**Date:** 9 January 2020

**Subject:** **Draft business plan and budget 2020/21**

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

**Author(s):** Jon Sheard and Angela Taylor

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

## 1. Purpose of this report

- 1.1 To provide West Yorkshire Combined Authority with outline directorate business plans and the proposed draft revenue and capital budget for 2020/21.

## 2. Information

- 2.1 At its recent meetings the Combined Authority has considered the position with regard to the medium term financial strategy. The current year budget was set in the context of the previously agreed three year strategy (2018/19-20/21 that included a commitment to reduce the transport levy by £1 million in each of the three years and to reduce the use of reserves to produce a balanced position by 2020/21 and subsequent years.
- 2.2 The budget is accompanied by business plans for each directorate that clearly set out their planned activities and how these activities map out against the four Combined Authority and LEP objectives of boosting productivity, enabling inclusive growth, supporting clean growth and delivering 21<sup>st</sup> century transport. These four are used to guide and direct the allocation of budget resources. Each plan is being summarised as a plan on a page and the latest drafts of these are set out in **Appendix 1**.

- 2.3 The inclusion of the objective 'supporting clean growth' was identified and agreed by the Combined Authority in 2019. Reflecting the decision earlier this year to recognise the climate emergency it is now proposed that the objective 'supporting clean growth' is renamed 'tackling the climate emergency.' This reflects the Combined Authority's and partners' ambition to become a net zero carbon region by 2038, with significant progress by 2030.
- 2.4 Work to deliver a balanced budget has progressed under scrutiny and engagement with appropriate committees, partners, including Directors of Finance and public engagement is currently underway using the yourvoice portal. All this work is being overseen by the member Budget Working Group. The need to both achieve and demonstrate efficiency, effectiveness and value for money remains core to the approach being taken, alongside minimising impact on front line services to the public and businesses.
- 2.5 The 2020/21 business plans produced by each directorate reflect a focus on both continuing to deliver services as effectively as possible whilst also identifying those areas where additional work is required to ensure continuing improvement, transformation of services and full achievement of the corporate priorities. With limited opportunities to generate income and the ongoing squeeze on public sector finance it is clearly not possible at this point to set a budget that enables delivery of all elements of the business plan.

### **Revenue budget 2020/21**

- 2.6 The draft baseline revenue budget is attached as **Appendix 2** and at this point shows a balanced position for 2020/21. It assumes the transport levy is cut by a further £1 million (the third in a series of three year cuts) as previously agreed. It also acknowledges the difficulty of setting a budget in the current context when devolution negotiations are not yet concluded, the new government and its policies are unknown and the spending review is still to happen later in the year. Recent budget discussions have shown little opportunity or appetite to add to current spending in this situation and that the focus should be on maintaining existing front line services.
- 2.7 In putting together budget submissions directorates within the Combined Authority are tasked with minimising costs and maximising income. Senior manager challenge sessions are used to scrutinise the funding requirements put forward, with this information then informing discussions with Members on options to present a balanced budget. These actions have resulted in a range of efficiencies and savings each year that have contributed to the Combined Authority being able to reduce the transport levy and achieve more for less.
- 2.8 A balanced position has been achieved on the basis that the renegotiation of the English National Concessionary Travel Scheme (ENCTS) arrangements will deliver £0.5 million additional savings, and that £400k of efficiency / transformation savings can be found within transport functions. These savings will contribute to protecting front line services to the travelling public in the form of bus tendered services and the concessionary travel schemes.



- 2.9 There are a significant number of risks and challenges that remain for 2020/21, including any actions that may be required to respond to the sales of the UK bus operations of First and Arriva, the uncertainty around funding for skills and business support and the impact of Brexit. In addition to these a number of resource requirements are included in the business plans that are currently unfunded, including follow up work on the Williams rail review and the skills commission, further posts in economic analysis, further support on developing projects to address clean growth/circular economy requirements and additional resource to trade and inward investment to support creative industries and smart cities.
- 2.10 A risk based review of the level of general reserves required is underway and will be brought to the next meeting. Given the factors above, it is expected this will be at a slightly higher level than the current £5 million and the savings achieved in the current year will enable reserves to be maintained at nearer to £7 million.
- 2.11 The proposed budget for 2020/21 is presented, in line with previous years, as a joint Combined Authority and LEP position. It assumes that the core funding for the LEP continues to be received, along with the current level of LEP subscriptions from the Combined Authority's constituent authorities. These figures are unlikely to be confirmed until the work to address the requirements of the Strengthened LEPs publication is finalised.
- 2.12 In line with our constituent authorities, it has been assumed that future year pay awards will be around 2% average rate and the results are awaited from the Pension Fund triennial valuation which will provide employer contributions rates for 2020/21 to 2022/23. At present it is assumed employer pension rates remain at the same level as current year.
- 2.13 The Combined Authority ensures no employee is paid less than the real living wage. As part of its work on social inclusion consideration will be given as to whether to pursue the full Living Wage Foundation accreditation. This would require the Combined Authority to ensure its contractors and sub-contractors all pay their employees no less than the real living wage. Further work will be undertaken to establish the potential financial costs of doing this, alongside the wider inclusive growth benefits of doing so, looking at this issue in line with our constituent authorities. No contingency has been built into the current budget assumptions to enable this accreditation to be pursued.

### **Revenue budget beyond 2020/21**

- 2.14 Based on a continuing standstill on the transport levy, and assuming that expenditure on bus tendered services remains unchanged from the 2020/21 position then the budgets for 2021/22 and 2022/23 still present budget shortfalls that would be exacerbated by the cliff edge funding that comes to an end. Additionally all major capital funding streams should be spent by the start of 2021/22, other than West Yorkshire plus York Transport Fund, and

depending on the success of bidding for further funding streams, both the delivery team and the associated capitalisation will need to be reconsidered.

- 2.15 At this stage it would be challenging to introduce recurring expenditure into the base revenue budget for any recurring spend.

### **Capital budget**

- 2.16 Work is continuing on finalising the three year capital spend projections and ensuring that the funding available is maximised. A significant number of new schemes have achieved decision point 2 (strategic outline business case) of the assurance framework and have therefore passed the eligibility threshold for inclusion in the Growth Deal programme. Much of the current Growth Deal funding which makes up the largest element of the capital funding available concludes in 2021 and the programme is being reviewed to ensure deliverability within these timescales.
- 2.17 There is an ongoing income stream beyond this date of £30-48 million per annum for the West Yorkshire plus York Transport Fund, to be supplemented by borrowing in accordance with the original City Deal, but it is expected there will still be a requirement beyond 2021 for a broader capital programme that would need to be supported by borrowing or yet to be identified funding streams. At this stage government's intentions with regard to future capital funding opportunities are not yet known.
- 2.18 The detailed expenditure programme is being verified by partners delivering the projects and highlights a borrowing requirement from 2020/21 onwards. The revenue costs of supporting this borrowing, which is predominantly for the Transport Fund, will be reflected in the final proposed budget in February 2020, to be funded from the Transport Fund reserve. It is intended to utilise the Transport Fund reserve to support these costs but once these are applied it must be noted that there will be an ongoing long term commitment to meet the costs of the borrowing entered into. A fuller consideration of debt costs and the application of the Transport Fund reserve to meet these is being undertaken and will be brought to the February 2020 meeting.
- 2.19 **Appendix 3** sets out the latest draft forecast budget for capital expenditure and funding by programme for up to 2022/23. These figures are indicative at this stage and include the costs and funding for the Transforming Cities Bid and Future Mobility Zone bid, both of which are awaiting government confirmation. The final budget that will be brought to the February meeting will ensure sufficient headroom in the proposed figures to enable expenditure to be accelerated where possible.
- 2.20 Early information on the draft borrowing costs has been shared with the West Yorkshire Directors of Finance. They have noted the lower level of borrowing expected for 2020/21 and have proposed that the previously agreed £2 million rebate from the Transport Fund reserve next year is increased to £3 million. During 2020/21 a longer term proposal for meeting the borrowing costs in the

medium and longer term will be developed with the Directors of Finance to be reflected in the updated medium term financial strategy.

## **Summary**

- 2.21 Members are asked to consider the proposed draft budget and provide any input into the final version of both the business plan and budget that will be brought to the 6 February 2020 meeting. The treasury management strategy will accompany the paper, having first been considered by the Governance and Audit Committee in January.

## **3 Clean growth implications**

- 3.1 It is proposed to strengthen the Combined Authority's focus on carbon reduction by renaming the clean growth corporate priority to "Tackling the Climate Emergency". The draft business plans contain objectives and priorities to tackle the climate emergency, and the budgets seek to include where possible resource to address this work. The capital budget includes some specific schemes relating to clean growth.
- 3.2 Enabling wider aspects of clean economic growth remains of the utmost importance to the Combined Authority. However, making "Tackling the Climate Emergency" a corporate priority means that carbon reduction becomes an explicit objective of the Combined Authority, consistent with the Climate Emergency Declaration in 2019.

## **4. Inclusive Growth Implications**

- 4.1 Inclusive growth objectives and priorities are included in the draft business plans, and the budgets seek to include where possible resource to address this work.

## **5. Financial Implications**

- 5.1 As set out in the 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. Information on the budget position is being shared with members of the public via the internet during January.

## **9. Recommendations**

- 9.1 That the Combined Authority consider the draft business plan and revenue budget proposals for 2020/21 and draft capital budget and provide any further input to them.
- 9.2 That the Combined Authority agrees the proposed amended corporate priority of “Tackling the Climate Emergency”.

## **10. Background Documents**

- 10.1 None.

## **11. Appendices**

Appendix 1 – Draft business plan for 2020/21

Appendix 2 – Draft revenue budget

Appendix 3 – Draft capital budget

**Vision**  
*Our region will be recognised globally as a place with a strong, successful, inclusive economy where world-class transport, skills and digital connectivity enables everyone to build great businesses, careers and lives*

**Mission**  
 Developing and delivering economic and transport services, schemes and programmes in partnership with the public and private sectors, focussing on transport, skills, business support and digital connectivity

<b>Aims</b>	<b>Boosting Productivity</b> Helping businesses to grow and bringing new investment into the region to drive economic growth and create jobs in a post- Brexit landscape	<b>Enabling Inclusive Growth</b> Enabling as many people as possible to contribute to, and benefit from, economic growth in our communities and towns	<b>Delivering 21<sup>st</sup> Century Transport</b> Creating efficient transport infrastructure to connect our communities, making it easier to get to work, do business and connect with each other	<b>Tackling the Climate Emergency</b> Growing our economy while cutting emissions and caring for our environment	<b>Securing money and powers</b> Empowering the region by negotiating a devolution deal and successfully bidding for substantial additional funds
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**Objectives**  
*(What we want to achieve in 2020-21)*  
 27

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|---|--|---|--|--|
| <ol style="list-style-type: none"> <li>Support business to respond to the challenges &amp; opportunities of Brexit</li> <li>Implement the Local Industrial Strategy &amp; Strategic Economic Framework</li> <li>Complete delivery of the Skills Commission, maximising its influence &amp; embedding it in the Leeds City Region</li> <li>Provide 80 businesses with intensive support to boost productivity/innovation capacity</li> <li>Attract 30 global investors to the region creating 1700 jobs</li> <li>Help 350 businesses to increase overseas trade</li> <li>Embed the Regional Digital Framework</li> </ol> | <ol style="list-style-type: none"> <li>Deliver an Inclusive Growth Programme in line with the Strategic Framework</li> <li>Enable c20 million socially necessary passenger journeys</li> <li>Implement an operating model for demand responsive transport services</li> <li>Reach 250,000 people with targeted careers information</li> <li>Engage 800 businesses with skills initiatives</li> <li>Continued delivery of [re]boot &amp; Employment Hub</li> <li>Connect homes &amp; businesses to superfast broadband</li> <li>Embed inclusive growth in all our policies</li> </ol> | <ol style="list-style-type: none"> <li>Increase bus patronage &amp; satisfaction through the West Yorkshire Bus Alliance</li> <li>Transform passenger information &amp; modernise travel centres</li> <li>Increase bus use amongst under 25s at no increased cost</li> <li>Manage over 1 million MCard sales &amp; launch a mobile app</li> <li>Continue work on future bus options &amp; alternative governance models</li> <li>Develop a strategic business case for urban transit proposals</li> <li>Establish a rail strategy, preparing for HS2 &amp; Northern Powerhouse Rail</li> <li>Deliver schemes in WY+ Transport Fund, LTP and Leeds Public Transport Investment Programme &amp; delivery of a Transforming Cities Fund</li> </ol> | <ol style="list-style-type: none"> <li>Mobilise the Climate Coalition, to achieve early years targets to reach zero-carbon by 2038.</li> <li>Deliver 10 priority projects in the Energy Strategy</li> <li>Provide intensive clean growth support to 150 businesses (through Resource Efficiency Fund &amp; the Travel Plan Network)</li> <li>Enable 8 schemes to enter the Energy Accelerator</li> <li>Install 88 vehicle charging points</li> <li>Establish a connectivity plan and pipeline, promoting active &amp; decarbonised travel</li> <li>Reduce carbon from the Combined Authority's assets</li> </ol> | <ol style="list-style-type: none"> <li>Complete investment of growth deal into projects by March 2021</li> <li>Progress a devolution deal and ensure the LEP Meets new government requirements</li> <li>Influence the shape &amp; size of future regional funding (including the UK shared prosperity fund)</li> <li>Secure funding to deliver against key corporate objectives</li> <li>Maximise delivery against European funds.</li> <li>Ensure the successful transition of Future Mobility Zones and Transforming Cities Fund bids into delivery</li> </ol> |
|---|--|---|--|--|

**Enablers**  
*(What will help us)*

<b>Our partnerships</b> Deliver an agreed communications & engagement programme to strengthen regional partnerships Work in partnership to influence Government on key priorities including strategic rail devolution, skills and climate change. Embed a consistent regional voice to strengthen our contribution to national debates	<b>Our systems</b> Achieve highest standards of governance and transparency Digitising key processes to improve efficiency Embed the HR strategy & new policies on recruitment/performance management Strengthen appraisal and evaluation across our capital portfolio	<b>Our people</b> Embed our culture change programme Develop and implement inclusive plan in response to staff survey Establish corporate learning and development programme Further develop the employee wellbeing strategy	<b>Our resources</b> Accommodation project – refurbishment of Wellington House Corporate Technology Programme – harnessing new technology to improve efficiency, reduce carbon usage and facilitate inclusive growth. Rigorous financial management
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**Our Values**  
 Working Together      Positive about Change      Easy to do business with      Working Intelligently      Championing our Region

**How we will measure success**  
 Key performance indicators across all priorities, reported quarterly to the Combined Authority  
 Growth Deal outputs (detailed indicators currently in development but to include metrics such as: no. businesses/individuals supported through our economic services, no. jobs brought to the Region, progress on capital projects and spending forecasts, customer satisfaction with public transport information and ticketing, % of procurement strategies including social value and carbon reduction targets associated with Combined Authority services and assets)



**Ways of working**

- Working in partnership with the public and private sectors
- Influencing locally and nationally to promote the aims of our region
- Engaging with people, communities and businesses so that they shape what we do

**Key risks, issues and assumptions**

- Uncertainty surrounding devolution arrangements, funding cliff edges and changes in Government policy
- Impact of Brexit on our businesses, our services and our supply chain
- Striking the right balance between clean growth & improved productivity
- Changes in rail franchising, governance & in bus company ownership
- Managing shifting priorities in a post-Brexit landscape & ensuring we maintain a unified regional voice

Agenda Item 6 Appendix 2



Working in partnership with the



**Vision**  
We lead thinking, developing policies and strategies to transform the region as an inclusive, clean economy; securing the investment and powers to put those policies into action; and championing the region's interests locally, nationally and internationally

<b>Services</b>	<p><b>Communications &amp; Marketing</b> To engage with people, communities and businesses to deliver a positive profile to international, national, regional and local audiences. <b>Supporting these Corporate Priorities:</b> </p>	<p><b>Research &amp; Intelligence</b> To provide a best-in-class data and intelligence infrastructure to enable informed and strategic decision making, and efficient monitoring and evaluation. <b>Supporting these Corporate Priorities:</b> </p>	<p><b>Economic &amp; Transport Policy</b> To develop transformative policies and strategies, and secure long-term funding and devolved powers to drive a clean and inclusive regional economy. <b>Supporting these Corporate Priorities:</b> </p>
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**Priorities**  
*(What we want to achieve in 2020-21)*

- |   |   |   |
|---|---|---|
| <ol style="list-style-type: none"> <li>Influence Government to secure change in relation to key priorities including strategic rail (NPR, HS2 etc), devolution, skills and climate change.</li> <li>Deliver communications strategy with LCR Climate Coalition to tackle the climate emergency.</li> <li>Establish and deliver a Communications and Marketing strategy to support organisational priorities, working with partners to embed a consistent regional voice.</li> <li>Raise the profile of key spokespeople and the CA/ LEP; strengthen our contribution to national debates.</li> <li>Promote the region nationally and internationally, and the CA/ LEP's transport and economic services locally and regionally to ensure take-up of those services.</li> <li>Deliver an agreed partnership communications and engagement programme to strengthen relationships with partners across the region.</li> <li>Develop and launch a high-profile programme of active travel communications to champion healthier and low carbon means of travel, including through City Connect.</li> <li>Contribute to the next phase of organisational change through strategic and tactical internal communications.</li> <li>Provide a high quality, responsive consultation and engagement function to the organisation and partners.</li> </ol> | <ol style="list-style-type: none"> <li>Develop our information and intelligence assets to provide evidence for the region's strategies and policies; to monitor progress on all programmes; and to report on the state of the regional economy.</li> <li>Drive project evaluation and economic appraisal to support the design of key projects and programmes, including appraising carbon impact to tackle the climate emergency.</li> <li>Develop targets and performance reporting to underpin the Strategic Economic Framework.</li> <li>Provide outstanding evidence and appraisal to support key priorities – including climate emergency, devolution, inward investment, skills commission and labour markets, European project appraisal, business case appraisal, Assurance Framework, UKSPF, Brexit.</li> <li>Raise the profile of the CA evidence advocacy across key policy areas and further strengthen working partnerships with district partners and external organisations.</li> <li>Ensure the CA and the LEP's analytical capability can respond to key operational and reactive requirements.</li> <li>Improve access to key content for partners across the region by developing, managing and communicating the Combined Authority's intelligence assets across all channels and enabling client self-service; implement Open Data Strategy.</li> </ol> | <ol style="list-style-type: none"> <li>Tackle the Climate Emergency by publishing detailed carbon reduction pathways to net zero by 2038, delivering the Energy Strategy, and mobilising the Climate Coalition.</li> <li>Progress a devolution deal to secure investment and powers, unlocking the potential of the region.</li> <li>Finalise and implement the Local Industrial Strategy and Strategic Economic Framework, and develop a pipeline of interventions across the foundations of productivity.</li> <li>Influence the shape and size of future regional funding, including maximising delivery of European funds, the UK Shared Prosperity Fund and the 2020 Spending Review.</li> <li>Develop and implement a pipeline of interventions across SEF priorities to enable inclusive growth.</li> <li>Establish a rail strategy, secure HS2 &amp; NPR, develop plans for Mass Transit and future of Bus services.</li> <li>Successful transition of Future Mobility and Transforming Cities bids into delivery and Bus Alliance into operation.</li> <li>Establish a connectivity plan and pipeline, promoting active and decarbonised travel for all communities.</li> <li>Develop a Place Strategy articulating the full range of infrastructure needs, supporting an investment pipeline.</li> <li>Complete delivery of the Skills Commission.</li> </ol> |
|---|---|---|

**Resources**  
*(What we need)*

<p><b>Our staff</b> <i>Highlight staff figures to be included.</i></p>	<p><b>Our budget</b> <i>Highlight budget figures to be included.</i></p>	<p><b>Our tools and support</b> Ensuring we have access to key specialist consultancy resources where we have gaps in internal capability (and to support building internal capability) particularly in areas such as carbon impact assessment work.</p>	<p><b>Our key interfaces</b> Transforming Cities Fund and Transport Pipeline – Delivery and Transport Services Local Industrial Strategy – Economic Services Clean Growth Action Plan and Carbon Impact Assessment – Whole organisation Communications, Consultation and Marketing – Delivery, Economic Services, Transport</p>
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**Values**

Working Together	Positive About Change	Easy to Do Business With	Working Intelligently	Championing our Region
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**How we will improve our service**  
Directorate Improvement Plan: 1) Build capacity and capability through renewed focus on learning and development; 2) Strengthen integration of directorate services; 3) Improve systems for information development, storage and retrieval; 4) Develop working arrangements with partners.

**Corporate Priorities**

<b>Boosting productivity</b>	<b>Delivering 21st century transport</b>
<b>Enabling inclusive growth</b>	<b>Tackling the climate emergency</b>

**Key risks, issues and assumptions**

- Uncertainty surrounding devolution deal arrangements, funding cliff edges, and changes in Government policy.
- Ensuring we have the critical mass and capability to evaluate our projects and programmes as our delivery pipeline becomes more mature and we develop the right skill sets.
- Managing expectations on shifting priorities, including responding to a post-Brexit economic landscape, and ensuring we develop and maintain a unified regional voice.
- Needing to ensure that we adequately manage reputational risk.

# DELIVERY DIRECTORATE PLAN ON A PAGE **(DRAFT)**

2020-21

**Vision** Ensuring the delivery of a portfolio of projects and programmes within the agreed cost, time and quality framework, which meet our strategic priorities and derive maximum benefit for the region.

**Services**

<p><b>Portfolio Management and Appraisal (PMA)</b></p> <p>Ensure a rigorous approach to the assurance process, including the appraisal of projects and monitoring and reporting on our portfolio, so we get the best schemes for our money</p> <p><b>Supporting these Corporate Priorities:</b> </p>	<p><b>Economic Implementation Team</b></p> <p>Working with partners to deliver economic regeneration and related capital infrastructure projects. Leading in-house corporate ICT projects for the Combined Authority.</p> <p><b>Supporting these Corporate Priorities:</b> </p>	<p><b>Transport Implementation Team.</b></p> <p>Working with partners to deliver transport projects which meet our strategic priorities and derive maximum benefit for the region</p> <p><b>Supporting these Corporate Priorities:</b> </p>
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**Priorities (What we want to achieve in 2020-21)**

- Meeting Growth Deal spend targets and delivering successful outcomes for communities.
- Embed Clean Growth targets and measures into the design of new projects to contribute to our climate emergency priorities.
- Working across directorates & partners to learn lessons from past programmes in order to influence the design and scope of new programmes and ensure our readiness to deliver for the future.
- Embed use of the Portfolio Information Management System with partners.
- Explore opportunities for new ways of working to maximise our impact e.g. through joint venture partnerships or the Combined Authority directly delivering development projects
- Celebrate the success of delivering projects as they are delivered and benefits realised.

**Corporate Priorities**

<b>Boosting productivity</b>	<b>Delivering 21st century transport</b>
<b>Enabling inclusive growth</b>	<b>Tackling the climate emergency</b>

- |  |   |  |
|--|---|--|
| <ol style="list-style-type: none"> <li>Strengthen appraisals to ensure greater consistency</li> <li>Review and streamline the Assurance Framework</li> <li>State of readiness for Growth Deal 2024 review</li> <li>Delivery of the capital programme by influencing, checking and challenging to ensure we meet our strategic priorities and derive maximum benefit for the region</li> <li>Incorporation of CA policies and strategies into the assurance process and monitoring and reporting processes, including inclusive growth and clean growth</li> <li>Manage PIMS to ensure 'one version of the truth' and clear and concise monitoring and reporting in partnership with the Finance Team to our partners and leaders</li> <li>Planning for future funding programmes to ensure processes are in place to be able to manage them effectively</li> <li>Evaluation of funding programmes</li> </ol> | <ol style="list-style-type: none"> <li>Complete investment of Growth Deal into projects by March 2021</li> <li>Ensure a 'State of Readiness' to deliver new investment through the proposed Shared Prosperity Fund, anticipated Devolution &amp; new approaches to business finance</li> <li>Enable capital investment in 8 low carbon projects through the Energy Accelerator</li> <li>Deliver superfast broadband connectivity across the city region through the Broadband programme</li> <li>Reclaim brownfield land to enable over 170,000 hectares of new commercial floor space through the Enterprise Zone programme.</li> <li>Further develop mobile applications to make it easier for people to pay for public transport.</li> <li>Complete the Corporate Technology Programme</li> <li>Embed Clean Growth principles into the new Business Finance Investment Strategy</li> <li>Initiate the new Future Mobility Programme</li> </ol> | <ol style="list-style-type: none"> <li>Continued delivery of the West Yorkshire Plus Transport Fund portfolio and phase 3 of the City Connect cycling and walking programme.</li> <li>Completion of the Leeds Public Transport Investment Programme / Connecting Leeds investment programme by March 2021</li> <li>Initiate delivery of Transforming Cities Fund portfolio of projects once funding has been approved – secure additional resource</li> <li>Complete Wellington House Accommodation project as part of the CA's contribution to supporting Clean Growth</li> <li>Supporting our partners in business case development and project delivery, through an embedded business partnering approach</li> <li>Support partners with delivery resources and recruitment - capacity and capability to deliver</li> <li>Explore further opportunities to engage and work with the private sector on delivery</li> </ol> |
|--|---|--|

**Resources (What we need)**

<p><b>Our staff</b></p> <p>Highlight staff figures to be included.</p>	<p><b>Our budget</b></p> <p>Highlight budget figures to be included.</p>	<p><b>Our tools and support</b></p> <p>Specialist consultancy support (technical, commercial &amp; legal) will be required as we embed our new approach to delivery of:</p> <ul style="list-style-type: none"> <li>New rail stations</li> <li>Business finance</li> <li>Transforming Cities Fund</li> </ul> <p>To provide additional capacity for district partners &amp; for appraisal of complex schemes &amp; assessment of carbon impacts</p>	<p><b>Our key interfaces</b></p> <ul style="list-style-type: none"> <li>Corporate Services support - particularly Finance, Legal &amp; Procurement - across all programmes, &amp; HR for recruitment &amp; retention, learning and development, &amp; well-being</li> <li>Comms and Engagement support</li> <li>Cross-directorate representation for the Programme Appraisal Team and Strategic Assessment Review Group</li> </ul>
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**Key risks, issues and assumptions**

- Incorporating new / change of policies into assurance process and measuring impact on delivery
- Recruitment and retention – impacted by wellbeing, market pressures, pay, learning and development, lack of clear funding stream for economic projects
- Failure to deliver funding programmes within timescales or costs and capture outputs and benefits – reputational impacts
- Continuing Brexit uncertainty impacting private sector investment decisions
- Post 2021 economic funding. Economic Growth Deal programme ends in March 2021 with future funding still to be identified

**Values**

Working Together	Positive About Change	Easy to Do Business With	Working Intelligently	Championing our Region
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**How we will improve our service**

Organisational Design structures embedded and reviewed as necessary – greater capacity, building our own, improved retention, efficient resource planning. Continuously improving appraisal & consistency of business cases, monitoring and reporting. Planning for future funding – scoping and defining schemes with Policy directorate and partners to ensure rigour and deliverability, learning from the evaluation of past schemes. Placing a greater emphasis on supporting Clean Growth and Inclusive Growth



Working in partnership with the



**Vision**  
*A vibrant and inclusive economy which attracts and enables responsible and clean business investment and helps people from all backgrounds to develop their skills, access opportunities and progress in employment.*

<b>Services</b>	<b>Business Support</b> <i>Provide a comprehensive service to help identify, secure and fund solutions to clean growth, inclusive growth productivity and resilience.</i>  Supporting these Corporate Priorities:	<b>Employment and Skills</b> <i>Develop Skilled People, working with businesses and education partners to create better jobs and opportunities</i>  Supporting these Corporate Priorities:	<b>Trade and Investment.</b> <i>Secure Investment projects which create jobs and world class assets, whilst generating global business opportunities.</i>  Supporting these Corporate Priorities:
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**Priorities**  
*(What we want to achieve in 2020-21)*

- |   |  |  |
|---|--|--|
| <ol style="list-style-type: none"> <li>1. Support our businesses to respond to the challenges and opportunities arising from Brexit. Providing intensive support to 1,000 businesses</li> <li>2. Expand and enhance the range of business support available in the City Region, with a particular focus on clean growth, inclusive growth, innovation and productivity.</li> <li>3. Stimulate more demand for business support and external finance through closer collaboration with the private sector intermediary community, including funders.</li> <li>4. Deliver a 'single front door' access point for investors and businesses to engage effectively with public sector funding opportunities in the City Region.</li> <li>5. Encourage employers in the City Region to adopt more sustainable practices, providing 150 businesses with intensive clean growth support (through the Travel Plan Network and the Resource Efficiency Fund).</li> <li>6. Secure the long-term future of the Growth Service and move towards an integrated physical hub for all business support professionals in the City Region.</li> </ol> | <ol style="list-style-type: none"> <li>1. Promote a system which delivers better outcomes at a local level through the Future-Ready Skills Commission.</li> <li>2. Carry out a final review of delivery agreements with seven West Yorkshire FE Colleges to influence education and skills provision.</li> <li>3. Reach 250,000 people through the all-age FutureGoals platform, with information on careers linked to labour market information, and support 1,000 adults to upskill and re-train in skills shortage areas.</li> <li>4. Provide support for SMEs and levy-payers to create more apprenticeship opportunities.</li> <li>5. Showcase the employment and skills opportunities available within the Creative &amp; Digital Sector, and work with partners to bring them to a more diverse audience.</li> <li>6. Develop strong partnership between employers and 105 of our most disadvantaged schools to improve the attainment, ambitions and destinations of young people, influencing 800 businesses to engage with education.</li> </ol> | <ol style="list-style-type: none"> <li>1. Identify, attract and secure inward investment into the region (businesses and infrastructure), bringing 30 successful projects to the Leeds City Region and creating 1,700 jobs.</li> <li>2. Encourage and support more businesses to sell their products in international markets, with a particular focus on China and India, assisting 350 businesses with overseas trade initiatives.</li> <li>3. Raise the international profile of the Leeds City Region economic opportunities at major global events, such as MIPIM and SMART cities</li> <li>4. Maintain an effective Key Account Management service for indigenous foreign-owned businesses, supporting 120 companies through active account management.</li> <li>5. Contribute to the ongoing growth of the Creative &amp; Digital Sector, including through the delivery of # Grow, # Welcome and the Creative Industries Opportunity Programme.</li> </ol> |
|---|--|--|

**Corporate Priorities**

<b>Resources</b> <i>(What we need)</i>	<b>Our staff</b> <i>Highlight staff figures to be included.</i>	<b>Our budget</b> <i>Highlight budget figures to be included.</i>	<b>Our tools and support</b> Evoluteive; Dynamics; Fame; EG Radius; Proactis; In-Tend; Policy team; Legal team; Information Governance team; Finance team; Procurement team; Research and Intelligence team. Policy and Strategy team; Marketing & Comms team; Office Facilities, external consultants	<b>Our key interfaces</b> <i>Working with the Policy, Strategy &amp; Comms directorate in securing additional external funding for core programmes and services.</i>
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<b>Values</b>	Working Together	Positive About Change	Easy to Do Business With	Working Intelligently	Championing our Region
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**How we will improve our service**  
 The development and implementation of a new CRM technology will deliver a more cost-effective, central access point for the businesses and people to our services. By ensuring we maximise funding and investment in our region, to grow job and career opportunities whilst ensuring they are inclusive, accessible and environmentally sustainable for future.

**Key risks, issues and assumptions**

- Impact of Brexit on our businesses and our services
- Securing funding to deliver existing and new products and services
- Delivery of large complex programmes with multiple providers, funders and beneficiary groups
- Striking the right balance between clean growth and improved productivity
- Government funding for careers activity is available in 2020/21.
- The UK leaves the EU on 31 January 2020
- The required external funding from ERDF, ESF and DIT is secured.



**Vision** *To enable more people to use sustainable transport and to ensure our property assets deliver the Combined Authority's priorities*

<b>Services</b>	<b>Customer Services</b> <i>Changing the way people plan and pay for their travel</i> <i>Enabling more people under the age of 25 to use public transport</i>	<b>Assets and Facilities</b> <i>Delivering the Combined Authority's Asset Management Strategy</i> <i>Using land and property to deliver the Combined Authority's corporate priorities</i>	<b>Mobility Services</b> <i>Changing the way people travel around the region by public transport</i> <i>Enabling people to access employment, education and local services and facilities</i>
	<b>Supporting these Corporate Priorities:</b> 	<b>Supporting these Corporate Priorities:</b> 	<b>Supporting these Corporate Priorities:</b> 



**Priorities**  
*(What we want to achieve in 2020-21)*

<p><b>To modernise our travel payment and information services</b></p> <p>Our Customer Services team;</p> <ol style="list-style-type: none"> <li>Enable over 150,000 under 19s and over 250,000 older and disabled people to free or discounted public transport</li> <li>Manage over 1million MCard sales through over 700 outlets, Metro Travel Centres online and on smart phone</li> <li>Answer 1.1 million travel information enquiries</li> </ol> <p>In 2020/21, to improve our service, we will;</p> <ol style="list-style-type: none"> <li>Increase bus use amongst under 25s at no increased cost to the Combined Authority through delivery of the West Yorkshire Bus Alliance workplan</li> <li>Launch an MCard mobile ticketing app to grow the market for multi operator tickets as an early deliverable of our Future Mobility plans</li> <li>Transform information to bus passengers at a reduced cost to the taxpayer</li> <li>Modernise the bus station Travel Centres</li> <li>Develop a system to retail MCards and administer travel bursaries for Further Education colleges</li> </ol>	<p><b>To strengthen our use of property to deliver the Combined Authority's strategic objectives</b></p> <p>Our Assets &amp; Facilities Team;</p> <ol style="list-style-type: none"> <li>Manage 20 bus stations situated in and around the Leeds City Region, over 14,000 bus stops and passenger shelters, 6 rail station car parks and a portfolio of non- transport assets</li> <li>Provide strategic and commercial property advice to the organisation</li> </ol> <p>In 2020/21, to improve our service, we will;</p> <ol style="list-style-type: none"> <li>Maximise the commercial potential of the Combined Authority's portfolio through the delivery of the Asset Development Plan</li> <li>Reduce carbon generation from the Combined Authority's assets through a programme of projects and initiatives</li> <li>Enable the delivery of Connecting Cities and Transforming Cities Fund projects to our operational estate</li> <li>Enable the Combined Authority to adopt new ways of working by support the Wellington House refurbishment project</li> </ol>	<p><b>To innovate the current service offer and to explore new models of delivering bus and rail services</b></p> <p>Our Mobility Services Team;</p> <ol style="list-style-type: none"> <li>Fund, plan and procure socially necessary bus services for the region representing around 15% of the bus network (approx. 20 million passenger journeys a year)</li> <li>Procure transport services for school and college students in line with the policies of the respective Local Authority</li> <li>Deliver a quality, cost-effective and sustainable AccessBus service to people with limited mobility</li> </ol> <p>In 2020/21, to improve our service, we will;</p> <ol style="list-style-type: none"> <li>Increase bus patronage and customer satisfaction through delivery of the West Yorkshire Bus Alliance workplan</li> <li>Identify new models of delivering bus services and respond to changes in the Combined Authority's role in rail emerging from the Williams review</li> <li>Develop and implement an Operating Model for the provision of flexibly routed demand responsive transport services</li> </ol>
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**Corporate Priorities**

**Resources**  
*(What we need)*

<p><b>Our staff</b></p> <p><i>Highlight staff figures to be included.</i></p>	<p><b>Our budget</b></p> <p><i>Highlight budget figures to be included.</i></p>	<p><b>The policies and programmes we help deliver</b></p> <p><i>Strategic Transport Plan, Bus Strategy and daughter Information and Digital Payment strategies</i></p> <p><i>Transport Fund, Connecting Leeds, Future Mobility Zone, Transforming Cities</i></p>	<p><b>Our key interfaces</b></p> <ul style="list-style-type: none"> <li>Bus and rail operators</li> <li>Local Councils</li> <li>DfT/ Transport for the North</li> <li>Emergency services</li> </ul>
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**Key risks, issues and assumptions**

- Changes in bus company ownership and bus legislation*
- Changes in rail franchising and governance*
- Local and national trends in travel and retail behaviour*
- Transport Levy reduction extends into 2020/21*

**Values**

Working Together    Positive About Change    Easy to Do Business With    Working Intelligently    Championing our Region

**How we will improve our service**

*We will; Launch a new MCard app, pilot innovative demand responsive services, roll out a colour coded bus information system, refurbish Leeds Bus Station and plan similar improvements at Halifax, Huddersfield, Bradford and Dewsbury and implement schemes to reduce carbon generation from our property estate*



**Vision**  
Enabling our customers to deliver – working together to providing support and advice, operating the right systems and processes that form the centrepiece of strong governance and accountability, and taking advantage of technical solutions to improve efficiency.

<b>Services</b>	<b>Finance</b> Delivering a high-quality financial service, provided professional knowledge, advice and expertise.  Supporting these Corporate Priorities:	<b>Human Resources</b> Enabling and supporting the organisation to manage and get the best out of its human resource and have the right people in the right place at the right time, through robust HR policies, procedures and arrangements. Supporting and guiding staff and managers in the implementation of those.  Supporting these Corporate Priorities:	<b>Procurement</b> Driving value for money, by ensuring quality outcomes that deliver financial and social benefits through procurement activities.  Supporting these Corporate Priorities:
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<b>Priorities</b> <i>(What we want to achieve in 2020-21)</i>	The team will continue to lead on the budget planning process and production of the statutory annual accounts. It will also provide full financial and management accounting support and financial transactional operations to the whole organisation through our business partnering model.  Additional transformational activities include: 1. Reviewing and updating finance policies and processes and user documentation and training 2. Progress the implementation of a new efficient finance, budgeting and HR system 3. Improving financial management information available to the directorates and senior management, including capital and revenue financial performance figures.	The team will continue to implement the HR strategy, seeking to put in place the foundations for robust HR management arrangements. Specifically: 1. Progress the directorate priorities identified by the business partners through business partner planning 2. Devising a pay and reward strategy for the organisation 3. Improve management information available. 4. Deliver improved health and safety processes and policies via the third year of the action plan 5. Further develop the employee wellbeing strategy, including mental health awareness training. 6. Embed new policies on recruitment and performance management and complete the updating of the remaining policies and procedures with an initial focus on improved recruitment and retention 7. Progress work on our learning and development offer.	The team will deliver 50 procurement projects and 15 strategic procurement projects and provide a central contract management support. Additionally: 1. Increase resource resilience / capacity. 2. Embrace new technologies to improve service offer and define future system requirements. 3. Implement Contract management monitoring and reporting mechanisms. 4. Refresh and implement social value through procurement approach including how clean growth and lower carbon emission ambitions will be met. 5. Embed Stakeholder Management 6. Lay foundations for Category Management 7. Lay foundations for Risk Management approaches with particular focus around preparing for and managing the implications of Brexit.
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**Corporate Priorities**

<b>Resources</b> <i>(What we need)</i>	<b>Our staff</b> Highlight staff figures to be included.	<b>Our budget</b> Highlight budget figures to be included.	<b>Our tools and support</b> The corporate technology programme will deliver tools to improve the effectiveness of both corporate services and of the organisation. Further ICT improvements planned including finance/HR systems	<b>Our key interfaces</b> Corporate services provide support to all teams to deliver, and early sight of the pipeline of work enables us to plan how best to use our resource. We will be continuing to improve systems, policies and processes for the organisation.
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**Key risks, issues and assumptions**

- Risk: Insufficient resource to deliver for new and emerging priorities including devolution, successful capital bids and bus options
- Issue: Requirement for further ICT investment and development to complete modernisation of systems
- Assumption: That major organisational restructuring/reshaping is not required during the year
- Assumption: That sufficient funding certainty exists for both capital and revenue to enable a meaningful update of the medium term financial strategy

**Values**

Working Together	Positive About Change	Easy to Do Business With	Working Intelligently	Championing our Region
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**How we will improve our service**  
 We will continue to deliver in line with our customer service principles. We will be looking at how technology can help us to continue improving the services we provide, and assist in adhering to revised processes and policies, aimed at ensuring good governance and transparency. Further resource will help provide improved information, including how to access and use our services and management information to assist all teams in achieving compliance and good decision making.



## Vision

Services	<h3>ICT Services</h3> <p>Delivering a modern, secure and highly reliable technology service</p> <p><b>Supporting these Corporate Priorities:</b> </p>	<h3>Legal and Governance</h3> <p>Providing strategic and operational support within a framework of good governance, transparency and compliance.</p> <p><b>Supporting these Corporate Priorities:</b> </p>	<h3>Internal Audit</h3> <p>Providing assurance and advice on the effectiveness of internal controls, governance and risk management.</p> <p><b>Supporting these Corporate Priorities:</b> </p>
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## Priorities *(What we want to achieve in 2020-21)*

<p>The team will provide an ICT service which encourages innovation and productivity that is delivered on a foundation of security, customer service and business engagement for the complete technology life cycle. Additional transformational activities include:</p> <ol style="list-style-type: none"> <li>1. Completing delivery of the Corporate Technology Programme (CTP).</li> <li>2. Harnessing technology to reduce corporate carbon usage and facilitate inclusive growth.</li> <li>3. Innovating and developing new ways of working via the digitisation of processes using the new technology delivered via CTP.</li> <li>4. Developing and resourcing a new programme of technology projects in Corporate Services and across directorates.</li> <li>5. Working partnership with Transport Services to develop a new Real-Time strategy, procure an updated system and support the emerging Transport Technology Programme.</li> </ol>	<p>The team will continue to provide support and legal, compliance and governance advice to all areas of the organisation and members. In addition key priorities will include:</p> <ol style="list-style-type: none"> <li>1. Driving governance &amp; compliance – with a focus on data protection, compliance with our equality duty, internal governance and decision making and transparency</li> <li>2. Enabling corporate priorities – bus/rail projects, TCF, CTP, devolution and LEP Review</li> <li>3. Greater use of technology to increase agility, efficiency and transparency – extending webcasting of meetings, online self service for clients and a new case management system</li> <li>4. Building trusted business partnerships – developing the business partner model and our training offer</li> </ol>	<p>The team will provide independent assurance, advice and consultation to continue to improve the internal control environment, governance and risk management arrangements. Key priorities include:</p> <ol style="list-style-type: none"> <li>1. Delivering the annual audit plan, using agile audit techniques to improve the effectiveness of the audit work undertaken.</li> <li>2. Providing an annual assurance opinion.</li> <li>3. Providing advice and guidance across a range of internal control matters with particular emphasis on the supporting clean growth corporate priority.</li> </ol>
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### Corporate Priorities

## Resources *(What we need)*

<h3>Our staff</h3> <p><i>Highlight staff figures to be included.</i></p>	<h3>Our budget</h3> <p><i>Highlight budget figures to be included.</i></p>	<h3>Our tools and support</h3> <p><i>The corporate technology programme will deliver tools to improve the effectiveness of both corporate services and of the organisation. Further ICT improvements planned including finance/HR systems</i></p>	<h3>Our key interfaces</h3> <p><i>Corporate services provide support to all teams to deliver, and early sight of the pipeline of work enables us to plan how best to use our resource. We will be continuing to improve systems, policies and processes for the organisation.</i></p>
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### Key risks, issues and assumptions

- Risk:** Insufficient resource to deliver for new and emerging priorities including devolution, successful capital bids and bus options
- Issue:** Requirement for further ICT investment and development to complete modernisation of systems
- Assumption:** That major organisational restructuring/reshaping is not required during the year
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## Values

Working Together	Positive About Change	Easy to Do Business With	Working Intelligently	Championing our Region
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## How we will improve our service

*We will continue to deliver in line with our customer service principles. We will be looking at how technology can help us to continue improving the services we provide, and assist in adhering to revised processes and policies, aimed at ensuring good governance and transparency. Further resource will help provide improved information, including how to access and use our services and management information to assist all teams in achieving compliance and good decision making.*

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## West Yorkshire Combined Authority - Summary 2020/21 Budget

Expenditure	2020/21							2021/22	2022/23
	Delivery £	Economic Services £	Policy, Strategy & Comms £	Corporate Services £	Corporate £	Transport Services £	Total £	Total £	Total £
Salary & Pay Related Costs	5,029,545	4,006,670	5,896,091	3,687,022	723,984	6,457,779	25,801,092	27,324,791	28,258,950
Indirect Employee Related Costs	450			388,784			389,234	378,585	380,168
Premises Related Costs						6,148,294	6,148,294	6,038,179	6,061,714
Travel, Transport & Subsistence Related Costs	3,500	30,090	20,000	7,500	10,000	65,490	136,580	213,240	205,720
Member Related Costs				152,000	68,000		220,000	220,000	220,000
Office Supplies & Services				86,300		569,703	656,003	657,653	644,468
ICT & Telephony Costs	50,000		62,000	1,381,948		1,138,280	2,632,228	2,480,626	2,506,802
Professional & Consultancy Fees	300,000	1,542,088	246,000	182,100	56,790	350,500	2,677,478	2,706,072	1,776,847
Corporate Subscriptions						1,168	1,168	1,168	1,168
Marketing & PR Costs		501,000	464,500	700		130,200	1,096,400	1,062,100	1,041,600
Insurance				383,900			383,900	383,900	383,900
Operator Payments (Transport)						25,866,000	25,866,000	25,886,000	26,080,000
Pre Paid Ticket Cost						35,800,000	35,800,000	37,600,000	37,600,000
Concessions						55,157,492	55,157,492	55,157,492	55,157,492
Additional Pension Costs					2,198,600		2,198,600	2,208,600	2,244,600
Financing Charges					5,277,000		5,277,000	7,527,000	7,527,000
Grants		1,682,276					1,682,276	2,563,037	2,136,405
Other Miscellaneous Costs	500	3,512,936	111,281	5,200	5,500	200,324	3,835,741	2,593,436	2,455,946
Contribution to External / Related Parties			25,000	23,700	316,017	7,410	372,127	379,357	395,432
Additional Savings Target			(449,989)	(35,000)	(1,000,000)	(400,000)	(1,884,989)	(1,863,127)	(1,863,127)
Contingency					59,185		59,185		
<b>Total Expenditure</b>	<b>5,383,995</b>	<b>11,275,061</b>	<b>6,374,883</b>	<b>6,264,154</b>	<b>7,715,076</b>	<b>131,492,640</b>	<b>168,505,808</b>	<b>173,518,109</b>	<b>173,215,084</b>
<b>Income</b>									
LEP Grant Income		(8,773,552)					(8,773,552)	(8,975,656)	(7,549,529)
BSOG						(2,060,000)	(2,060,000)	(2,060,000)	(2,060,000)
Education Contribution to Transport						(6,768,000)	(6,768,000)	(6,768,000)	(6,768,000)
Bus Station Tenant Income						(1,584,186)	(1,584,186)	(1,584,186)	(1,584,186)
Bus Station / Services - Other Income						(3,218,781)	(3,218,781)	(3,259,641)	(3,277,530)
Admin Recharges			(134,000)			(2,045,451)	(2,179,451)	(2,183,581)	(2,244,937)
Capitalisation of Revenue Costs	(5,492,962)	(1,490,181)	(515,871)	(141,263)	(2,000,000)		(9,640,277)	(8,919,551)	(8,946,555)
Pre Paid Ticket Income						(35,800,000)	(35,800,000)	(37,600,000)	(37,600,000)
Other Income		(410,000)	(238,000)		(107,000)	(1,090,520)	(1,845,520)	(3,954,967)	(3,958,100)
<b>Total Income</b>	<b>(5,492,962)</b>	<b>(10,673,733)</b>	<b>(887,871)</b>	<b>(141,263)</b>	<b>(2,107,000)</b>	<b>(52,566,938)</b>	<b>(71,869,767)</b>	<b>(75,305,582)</b>	<b>(73,988,837)</b>
<b>Net Expenditure</b>	<b>(108,967)</b>	<b>601,328</b>	<b>5,487,012</b>	<b>6,122,891</b>	<b>5,608,076</b>	<b>78,925,702</b>	<b>96,636,042</b>	<b>98,212,527</b>	<b>99,226,246</b>
<b>Funding available</b>									
Rail Income					(878,000)		(878,000)	(439,000)	
LEP General Funding Income					(1,101,042)		(1,101,042)	(1,101,042)	(1,101,042)
Growing Places Fund Interest					(152,000)		(152,000)	(132,000)	(108,000)
Enterprise Zone Receipts					(2,307,000)		(2,307,000)	(2,307,000)	(2,307,000)
Transport Levy					(92,198,000)		(92,198,000)	(92,198,000)	(92,198,000)
<b>Net Expenditure Total</b>							<b>(0)</b>	<b>2,035,485</b>	<b>3,512,206</b>

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**Capital Budgets (indicative)**

<b>Capital Expenditure</b>	2019/20	2020/21	2021/22	2022/23	Total
	£	£	£	£	£
Growing business	12,810,201	14,809,439	0	0	27,619,640
Skilled People and Better Jobs	492,383	667,110	0	0	1,159,493
Clean Energy (flood alleviation)	4,320,148	741,887	0	0	5,062,035
Housing and Regeneration	2,984,920	16,106,000	0	0	19,090,920
West Yorkshire plus Transport Fund	60,310,000	106,580,000	172,810,000	174,500,000	514,200,000
Economic Resilience	4,647,050	4,181,524	0	0	8,828,574
Enterprise Zone Development	19,351	15,227,505	0	0	15,246,856
Other (Growth Deal)	2,000,000	2,000,000	0	0	4,000,000
Leeds Public Transport Investment Programme	59,839,795	88,233,338	12,000,000	0	160,073,133
Local Transport Capital	16,483,691	13,129,332	12,984,000	13,104,000	55,701,023
Highways Maintenance / Pothole Action	28,403,000	28,403,000	28,403,000	28,403,000	113,612,000
Corporate Projects	5,753,154	5,503,000	206,777	0	11,462,931
Broadband	3,593,998	2,608,437	3,067,328	2,501,000	11,770,763
City Connect	16,509,299	4,924,881	92,500	0	21,526,680
<i>Transforming Cities (small &amp; Core)</i>	5,529,866	106,684,551	175,673,991	120,596,314	408,484,722
<i>Future Mobility Zones</i>	2,562,725	11,867,514	7,428,130	5,423,578	27,281,947
Land Release Fund & One Public Estate	662,125	0	0	0	662,125
Low Emission Vehicles	3,525,000	0	0	0	3,525,000
	<b>230,446,706</b>	<b>421,667,519</b>	<b>412,665,726</b>	<b>344,527,892</b>	<b>1,409,307,843</b>

<b>Capital Funding</b>	2019/20	2020/21	2021/22	2022/23	Total
	£	£	£	£	£
Growth Deal / City Deal	(103,306,596)	(129,527,273)	(48,300,000)	(48,300,000)	(329,433,869)
Leeds Public Transport Investment Programme	(59,839,795)	(88,233,339)	(12,000,000)	0	(160,073,134)
Local Transport Capital	(16,483,691)	(13,129,331)	(13,104,000)	(13,104,000)	(55,821,022)
Highways Maintenance (block / incentive)	(28,403,001)	(28,403,000)	(28,403,000)	(28,403,000)	(113,612,001)
Broadband	(3,593,998)	(2,608,437)	(3,067,328)	(2,501,000)	(11,770,763)
City Connect	(16,509,299)	(4,924,881)	(92,500)	0	(21,526,680)
<i>Transforming Cities</i>	(5,529,866)	(106,684,551)	(175,673,991)	(120,596,314)	(408,484,722)
<i>Future Mobility Zones (DfT)</i>	(2,562,725)	(11,867,514)	(7,428,130)	(5,423,578)	(27,281,947)
Land Release Fund & One Public Estate	(662,125)	0	0	0	(662,125)
Low Emission Vehicles (DfT)	(3,525,000)	0	0	0	(3,525,000)
<b>Total Capital Funding</b>	<b>(240,416,095)</b>	<b>(385,378,326)</b>	<b>(288,068,949)</b>	<b>(218,327,892)</b>	<b>(1,132,191,263)</b>

Annual (surplus) / deficit to be funded by borrowing	(9,969,390)	36,289,192	124,596,777	126,200,000	277,116,580
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**Report to:** Overview and Scrutiny Committee

**Date:** 17 January 2020

**Subject:** **Corporate performance monitoring and overview**

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

**Author(s):** Jon Sheard, Louise Porter

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## 1. Purpose of this report

- 1.1 To provide the Overview and Scrutiny Committee with an update on a range of corporate performance matters.

## 2. Information

- 2.1 This report provides an update on corporate performance with specific information on budgets, performance against strategic objectives and corporate risk management

### Budget Monitoring 2019/20

- 2.2 A summary of the 2019/20 current spend to budget as at November 2019 is attached at **Appendix 1**. A RAG rating has been included to identify budgets that need further review. There are no 'red' areas of concern to report.
- 2.3 The approved annual budget included a £1.2 million deficit to be funded from general reserves. Following a forecast exercise undertaken in October 2019 the year end position is a £1.3 million surplus and this improved position results in money going into the general reserve rather than being taken out.
- 2.4 The general reserves are therefore forecast to be approximately £7m as at the end of the financial year. At this stage the proposal is to retain general reserves at this level to help manage emerging pressures including Brexit, work on bus options following the announcement of the proposed sale of First Group's bus operations and 'cliff edge' funding for a range of projects.
- 2.5 A full capital budget was included in the draft budget paper to the Combined Authority and this forms part of agenda **Item 6** of this meeting's agenda. Ongoing monitoring of capital expenditure is undertaken by the Investment

Committee which focuses on expenditure on the larger programmes, including Growth Deal and West Yorkshire plus Transport Fund (WY+TF) and the Leeds Public Transport Investment Programme (LPTIP). [A paper to the Investment Committee on 9 January, available here](#), set out the outcome of a review into the WY+TF and reset spend profiles and funding allocation baselines against which future monitoring will take place.

#### 2019/20 Corporate Plan

- 2.6 The Combined Authority's Corporate Plan for 2019/20 sets out the detailed proposals and targets for the current financial year. It is structured around four overarching corporate priorities of Boosting productivity, delivering 21st Century transport, enabling inclusive growth and supporting clean growth.
- 2.7 In order to measure the organisation's specific contribution to meeting these four corporate objectives, a set of key performance indicators have been developed and are routinely monitored. A summary of progress against these indicators for the year to date is provided in **Appendix 2** as part of a wider corporate performance snapshot.
- 2.8 The analysis of performance against objectives to date reflects a positive position overall. The majority of the indicators are assessed as green, indicating objectives supporting the strategic aims and themes for the region are on track to being achieved.

#### Corporate risk update

- 2.9 In line with the provisions of the Corporate Risk Management Strategy, regular review of the key strategic risks affecting the organisation continues to be undertaken and the corporate risk register updated accordingly. A summary of the headline strategic risks currently contained within the corporate risk register is provided at **Appendix 2**.
- 2.10 A refresh of the Corporate Risk Strategy is currently in the final stages of consultation and approval, and it is anticipated this will be presented to the Governance and Audit Committee seeking approval on 23 January 2020. The strategy builds on existing provisions to ensure risk management arrangements continue to meet the developing needs of the Combined Authority and addresses some of the improvements recommended by the work of internal audit. This can be viewed in the 'Risk management arrangements report' in the Governance and Audit Committee papers on 31 October 2019: <https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=137&MId=870&Ver=4>

#### Internal Audit

- 2.11 The internal audit plan as approved and monitored by the Governance and Audit Committee of the Combined Authority covers the activities of the whole organisation. A number of assignments have been completed in the current year and they are set out below along with the assurance given:

- Corporate Governance – Reasonable Assurance
- Creditors – Reasonable Assurance
- Employee Expenses – Reasonable Assurance
- GDPR – Substantial Assurance
- Gifts & Hospitality follow up – progress against previous recommendations has been good and that concludes this work
- Risk Management – Limited Assurance
- Improving Counter Fraud Controls in Economic Services – not rated as advisory only

2.12 Work is underway on a review of HR practices. The Governance and Audit Committee has overseen the outcome of all of the assignments set out above and ensured that agreed actions are completed within the agreed timeframes.

#### Assurance Framework

2.13 The LEP and West Yorkshire Combined Authority are required to prepare a Local Assurance Framework as part of the Local Growth funding agreement. The framework must be reviewed annually and published on the LEP's website. The deadline for this to be completed is 28 February 2020.

2.14 The framework covers discretionary projects and programmes funded from Government or local sources that flow through the LEP and the Combined Authority. It has been prepared in accordance with HM Government Local Growth National Assurance Framework guidance (January 2019) and builds on a body of existing good practice. The LEP has to comply with this guidance for the relevant funding streams, but the principles are also applied to the Combined Authority as the accountable body for the LEP.

2.15 In line with the above, this year's review of the Local Assurance Framework has been focused on aligning the Local Assurance Framework with current working practices, potential changes to the LEP's geography and the impending introduction of the Strategic Economic Framework (SEF).

2.16 The key changes for the 2020 Assurance Framework review include:

- Any references to LEP boundaries and relevant maps have been removed in this version of the Assurance Framework. Once the LEP Board have made and communicated the decision on the LEP footprint, further amendments will be made to reflect the decision in relation to the new LEP footprint and changes in governance resulting from this prior to publication.
- References to the Strategic Economic Framework (SEF) and Local Industrial Strategy (LIS), where relevant, have replaced the references to the Strategic Economic Plan (SEP).
- A footnote added in Table 2.1 "Advisory Panels to the LEP and Combined Authority", to reflect the current work being undertaken around the Investment Loans programme. However, due to the early stages in this development and the lack of clarity around its future governance

arrangements at present, the governance for the Investment Loans programme has not been covered in this review to date.

- Sections 5 and 6, “Approach to Prioritisation” and “Assurance around Programme and Project Delivery”, have been updated with new wording to reflect updated working practice around project and programme appraisal and to lessen the focus on the TAG guidance (formerly WebTAG), in order to take account of new priorities, such as clean growth.
- Section 7, “Monitoring and Evaluation”, has been updated to clarify the purpose and requirements of Activities 6 and 7. The “Benefits Realisation” section has been updated, to spell out the approach to the monitoring of the progress towards SEF priorities. A new section on monitoring and evaluation of the SEF has been added.
- Amendments have been made to Appendix 4 to reflect changes in the sub-delegations for Economic Services grants.
- Changes made to Appendix 6 to reflect changes to the Programme Appraisal Team’s (PAT) terms of reference.
- References to the Strategic Assessment Review Group (SARG) have been made and the SARG terms of reference added at Appendix 7.
- References to the Portfolio Management Group (PMG) have been added and the PMG terms of reference have been added at Appendix 8.

2.17 As part of continuous improvement a further review of the Assurance Framework is planned in 2020, in order to ensure that it is as efficient as possible – particularly given the variability in the scale and complexity of projects and programmes. Such a review will ensure that, going forward, the right level of proportionality is applied to different types of programme.

2.18 The [current Assurance Framework \(as of August 2019\)](#)<sup>1</sup> and the [version in the papers for the LEP Board meeting held on 16 January 2020](#)<sup>2</sup> can be viewed on the Combined Authority website.

### **3. Clean growth implications**

3.1 Clean growth objectives and priorities are included in the business plans, and the budgets seek to include where possible resource to address this work.

3.2 Clean growth considerations and references to related activities have been embedded throughout the Assurance Framework and related internal governance documents and decision-making procedures.

### **4. Financial Implications**

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

### **5. Legal Implications**

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<sup>1</sup>

<https://westyorkshire.moderngov.co.uk/ecSDDisplayClassic.aspx?NAME=Assurance%20Framework&ID=363&RPID=1442120&sch=doc&cat=13600&path=13600>

<sup>2</sup> <https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=150&MIId=830&Ver=4>

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

**6. Staffing Implications**

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

**7. External Consultees**

7.1 No external consultations have been undertaken.

**8. Recommendations**

8.1 That the Overview and Scrutiny Committee considers the report and provides any comments or recommendations.

**9. Background Documents**

[Assurance Framework \(August 2019\)](#)

[Assurance Framework, LEP Board report \(16 Jan 2020\)](#)

[Internal Audit Progress Report – Governance and Audit Committee, 31 October 2019](#)

**10. Appendices**

Appendix 1 – 2019/20 revenue spend against budget

Appendix 2 – Corporate performance snapshot including risk register

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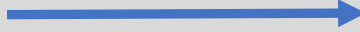
**West Yorkshire Combined Authority - Summary**

Title	(A) 2019/20 Budget £	(C) November YTD Actual £	(66%) % spent/received v. Full Year Budget	Commentary	RAG	Forecast 2019/20 £
<b>Expenditure</b>						
Salary & Pay Related Costs	23,574,623	13,995,640	59%	Higher vacancies than originally budgeted		20,743,106
Indirect Employee Related Costs	385,450	359,172	93%	To be reviewed		376,255
Premises Related Costs	6,240,146	4,586,134	73%			6,776,016
Travel, Transport & Subsistence Related Costs	121,662	103,821	85%	Spend is higher than budget.....potential small overspend		149,679
Member Related Costs	152,000	90,099	59%			152,000
Office Supplies & Services	513,750	470,303	92%	Typically spend profile not even during year- but potentially overspending		646,303
ICT & Telephony Costs	2,614,132	2,648,785	101%	Some ICT / telephony costs paid in advance (eg line rentals)		2,659,937
Professional & Consultancy Fees	2,733,570	2,589,007	95%	Spend is higher than budget.....potential overspend		3,481,442
Corporate Subscriptions	0	0	-			0
Marketing & PR Costs	2,079,896	1,227,680	59%			2,528,402
Insurance	304,900	300,220	98%	Annual invoice paid - above approved budget		382,900
	0	0	-			0
Operator Payments (Transport)	25,601,325	17,834,962	70%	Savings target from Qtr4 - revised budget profile needed		25,556,000
Pre Paid Ticket Cost	34,125,000	21,661,432	63%	Matched by income		34,125,000
Concessions	56,446,802	36,721,090	65%	Broadly in line with expected spend profile		55,657,492
Additional Pension Costs	2,301,600	1,911,960	83%	Variance is because £1.3m paid annually then monthly costs thereafter		2,213,100
Financing Charges	5,465,000	598,254	11%	Main costs calculated / accrued at year end (eg MRP)		4,754,000
	0	0	-			0
Grants	2,648,708	1,189,084	45%	Low spend as held in 'projects' until year end when moved to revenue - will balance to income		2,427,542
Other Miscellaneous Costs	4,305,783	589,863	14%	Project budgets (not yet categorised) - Spend profile to be reviewed with budget holders		2,414,358
	0	0	-			0
Contribution to External / Related Parties	325,912	133,821	41%			383,199
	0	0	-			0
Additional Savings Target	(1,046,619)	0	0%	Vacancy target to offset against savings in pay budget.		0
Contingency	0	0	-			250,000
<b>Total Expenditure</b>	<b>168,893,640</b>	<b>107,011,329</b>	<b>63%</b>			<b>165,676,730</b>
<b>Income</b>						
Rail Admin Grant	(878,000)	(878,000)	100%	Received in arrears - forecast is £878k due to agreed reduction		(878,000)
LEP General Funding Income	(1,234,000)	(500,000)	41%	LEP contribs from BRP received in March - new budget profile needed		(1,234,000)
LEP Grant Income	(10,695,903)	(5,588,013)	52%			(8,011,365)
Growing Places Fund Interest	(300,000)	(457,985)	153%	More interest received than originally budgeted		(500,000)
Enterprise Zone Receipts	(1,958,320)	(998,828)	51%	Phasing of receipts		(2,307,000)
Transport Levy	(93,198,000)	(74,558,400)	80%			(93,198,000)
Bus Service Operator Grant (BSOG)	(2,063,592)	(2,063,592)	100%	All received in May (£2.1m)		(2,060,000)
Education Contribution to Transport	(6,768,000)	(2,623,355)	39%	In arrears - need review with budget holders (Transport)		(6,708,000)
Bus Station Tenant Income	(1,583,085)	(772,708)	49%	Higher than expected - need to review profile with budget holder.		(1,592,705)
Bus Station / Services - Other Income	(2,881,917)	(1,031,044)	36%	Lower than expected - need to review profile with budget holder.		(3,209,657)
Admin Recharges	(2,304,536)	(1,223,501)	53%	Includes accruals in the actual		(2,453,914)
Capitalisation of Revenue Costs	(7,794,742)	(5,894,734)	76%	Includes accruals in the actual		(7,150,107)
Pre Paid Ticket Income	(34,125,000)	(21,661,432)	63%	Matches expenditure		(34,125,000)
Other Income	(1,909,896)	(816,710)	43%	Some income in 'projects' until year end - will match expenditure.		(2,579,420)
<b>Total Income</b>	<b>(167,694,991)</b>	<b>(119,068,303)</b>	<b>71%</b>			<b>(166,007,168)</b>
<b>Net Expenditure</b>	<b>1,198,649</b>	<b>(12,056,974)</b>				<b>(330,437)</b>

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**Corporate Risk**


Current Risk Appetite:	Low Risk Appetite  High Risk Appetite				
	1	2	3	4	5
Compliance and Regulation					
Operational/Service Delivery					
Financial					
Reputational/Marketing/PR					
Strategic Transformational Change					
Development and Regeneration					
People and Culture					

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**Current 'Very High' risks:**

		Probability	Impact	Mitigation summary	Movement since last report
Very High x4	Failure to secure enhanced funding and devolved powers (F1)	Possible	Highly significant	Devolution discussions continuing	No Change
	Failure to deliver Growth Deal/other capital funding programmes within timescales/ costs (SD2)	Possible	Highly significant	Significant controls in place through PMO	No Change
	Major unanticipated change in national policy resulting in failure to meet organisation/organisational objectives (SP3)	Possible	Highly significant	Ongoing dialogue with Government. Monitoring of national policy trends	No Change
	Inherent Brexit uncertainty presents a number of potential challenges to the region and the services the CA provides (SP5)	Possible	Highly Significant	Working group established to coordinate effective response	Supersedes risk SP4

**Current 'High' risks:**

		Probability	Impact	Mitigation summary	Movement since last report
	Failure to have the supporting infrastructure and processes in place to deliver against corporate priorities (SD3)	Possible	Major disruption	Transformation programme & corporate technology programme in place and addressing this	No Change
	Failure to secure sufficient and continued funding for key services (F2)	Possible	Major Disruption	Ongoing review of funding opportunities/bids. Budget monitoring	No Change
	Failure to deliver appropriate working arrangements with District partners (PC1)	Unlikely	Major disruption	Continuing to strengthen key partnerships	No Change
	Risk of legal challenge as a result of not being compliant with HR, Financial, procurement and Governance Legislation (RL1)	Possible	Moderate	Policies/procedures in place and subject to ongoing review	No Change
	Financial failure of a major contractor/supplier to the CA or a recipient of funding from the CA (F3)	Possible	Moderate	Contract management, regular financial checks and escalation processes	No Change
	Risk of Major incident at CA facility, accident /injury to vulnerable person(s) (SS1)	Unlikely	Highly significant	Policies/procedures/training in place and continually reviewed	No Change
	Failure to generate sufficient business rates income to support corporate revenue projections (PC2)	Possible	Major Disruption	Prudent income forecasting. Dedicated Enterprise Zone team in place	No Change
	Risk that Brexit response not sufficiently well coordinated across local partners leading to loss or duplication of service (SP4)	Possible	Moderate	Continuing dialogue with local partners & assessment of potential responses	Superseded
	Significant transport disruption arises from major transport investment programmes (PC3)	Possible	Major Disruption	Creation of a travel demand management plan and close working with programme sponsors	No Change
	Impact of significant change to transport providers (SD4)	Possible	Major Disruption	Open dialogues for early warnings	No Change
	Risk that the Employment Hub programme is not delivered as required due to reliance on third party delivery (SD5)	Possible	Major Disruption	Regular meetings with delivery partner. Evidence based payment system in place.	No Change
	Failure to successfully communicate the outputs and contribution of the CA and LEP to the Leeds City Region (CS1)	Possible	Moderate	Continued development of communications strategy and effective performance measures	No Change
	Risk of both inhibiting impact of clean growth agenda on other priorities, or failure to meet climate emergency commitments (E1)	Possible	Moderate	Programme of work agreed supporting new Clean Growth policy	NEW
Risk that the CA falls victim to a cyber security breach (SS2)	Unlikely	Major Disruption	ICT and IG protocols, to be further developed through corporate technology programme	NEW	

		RED AMBER GREEN	significantly off track and at risk of not being achieved at risk of not being fully achieved, intervention measures in place considered to be completed/on track to be complete/achievable
West Yorkshire Combined Authority Corporate Plan 2019/20: Results for Apr - Nov 2019			
Corporate Plan Commitment (We will)	Target	Apr - Nov 2019 results and RAG status	Notes
<b>Corporate Plan Key Performance Indicators</b>			
Invest in services and projects worth £398 million to benefit local people and the economy	£398,000,000	£138.8m	
Support 3,000+ businesses	3000+	2236	
Invest £105 million of Growth Deal funding in major infrastructure schemes	£105,000,000	£4.38m (Q1 only)	This figure is reported quarterly only and represents Q1. The figure is low for Q1 as expected and rated as GREEN as target is still on track to be achieved. Q2 not yet submitted or processed.
Enable 20 million passenger journeys per year	20,000,000		Awaiting detailed figures
Support 18,000 disadvantaged students	18,000	11,937	On track to achieve annual target
Complete projects to warm 750 homes and make them more energy efficient	750	526	Projects are progressing well, with the majority of properties improved funded through Warm Homes or Energy Company Obligation.
<b>Boosting productivity</b>			
Support businesses in the City Region through the Brexit process and help them to manage the opportunities and challenges it may present	Ongoing throughout 2019/20		Action plan in place and some new/adapted products and services have been developed, including the recruitment of additional Growth Managers to engage with SME business base and development of a scheme to help SMEs access professional and technical advice on Brexit impacts. .
Support 3,025 businesses in our region to grow and become more productive (with 1,035 receiving intensive support)	3025 (1,035)	2236 (887)	2236 businesses and 887 of these are receiving intensive support.
Develop 5 new business support programmes to respond to the changing economy and business needs, including a scheme to support 60 firms to secure new investment	5	2	Three programmes in delivery focussed on business resilience, investment readiness and the creative & digital ,sector with three others in development focussed on resource efficiency, innovation and strategic business planning.
Help 350 businesses to increase their overseas export activity	350	132	Increased priority in response to Brexit opportunities.
Maximise the opportunities created by Channel 4's HQ relocation by securing additional investment in the creative and digital sectors	Ongoing throughout 2019/20		#Grow, created to support digital businesses with an existing presence in the Leeds City Region who are growing and creating new jobs, was launched at Halifax Digital Festival in September. This compliments the existing #Welcome, which supports digital businesses moving into the City Region.
Attract global investors to the region creating 1,700 jobs	1,700	680	
Continue to deliver development projects for our Enterprise Zones	Ongoing throughout 2019/20	Ongoing	Progress on key development sites. Funding Agreement has been completed with the developer who is mobilising to start of site October 2019 and the Outline Business Cases for South Kirkby and Clifton were approved at Combined Authority 10.10.19
<b>Enabling inclusive growth</b>			
Embed inclusive growth principles in our business support programmes, including ensuring 75 per cent of jobs created in businesses receiving grants through our capital grants programme pay the Real Living Wage or above	75%	76%	
Develop an Inclusive Growth Strategic Framework for the City Region	By the end of 2019/20	Completed	Bid management framework now being used effectively
Deliver an enhanced model of employability, enterprise and careers education to disadvantaged young people	18,000	11,937	On track to achieve annual target
Enable 1,000 businesses to engage with education and skills initiatives, with 800 supported to offer apprenticeships	1,000	638 (339)	Businesses engaged in skills products are slightly below target. This is mainly due to the low level of demand for the AGE grant and significant flux in the apprenticeship landscape at a national level. A new Levy Transfer Service has been launched to support SME apprenticeships with outputs likely to be reported in the next financial year.
Connect 5,277 homes and businesses in our City Region to super-fast broadband	5,277	4266	
Provide accessible transport services for 5,000 people with personalised transport needs	5000 active passengers	4855 active passengers	Following completion of dedicated vehicle refurbishment, there will be a campaign to raise awareness of the services provided and encourage more users with mobility issues or personalised transport needs, to access support transport services
Enable 40,000 young people to travel from home to school by coordinating services on behalf of our partner councils, with an investment of £3 million a year	40,000	On track	To be reported from October 2019 after the start of the new academic year. Early indications show we are on track to achieve the targeted number of pupils and young people
<b>Delivering 21st Century transport</b>			
Invest £60 million from our Growth Deal in improvements to bus, road and rail travel	£60,000,000	£2.44m (Q1 only)	This figure is reported quarterly only and represents Q1. The figure is low for Q1 as expected and rated as GREEN as target is still on track to be achieved. Q2 not yet submitted or processed.
Continue developing the bus alliance with operators to deliver better and affordable services for passengers	100%	100%	Bus Alliance signed off by Transport Committee on 5th July. Next step before next quarter is for legal agreement to be signed.
Develop plans to build new railway stations at Eiland, Leeds Bradford Airport, White Rose and Thorpe Park, working closely with our partners and local communities	100%	Ongoing	The Outline Business Case for Eiland has been approved on 29th March 2019. Work to progress the Full Business Case and technical design is underway. The Outline Business Case for White Rose has been recommended for approval at Investment Committee on 7th November and Combined Authority approval in February 2020. Currently working up OBC for LBA for Investment Committee and Combined Authority approval in February 2020. There have been continued delays with the Outline Business Case for Thorpe Park due to Trans-penine Route Upgrades.
Complete major new road schemes to reduce congestion on key commuter routes, including the Glasshoughton Southern Link Road and York Outer Ring Road	100%	Ongoing	Work on these schemes currently in progress. Glasshoughton Southern Link Road is in delivery, Phase 1 of the York Outer Ring Road has completed. The East Leeds Orbital Road is expected to start on site this year.
Continue to influence regional and national transport investment programmes, attracting more investment to our region	Ongoing throughout 2019/20		Ambitious bids submitted to the Transforming Cities Fund and on Future Mobility
Continue to develop our transport services by increasing digital payment options and information displays, to make services easier and more convenient for people to use	Ongoing throughout 2019/20	Ongoing	Delivery of Digital Strategy commenced with development of the MCard QR code ticketing app. User testing is scheduled for February 2020, with the launch of Phase 1 shortly after. When delivered, customers will be able to purchase MCard tickets via their smartphone and no longer require a plastic smartcard. 490 Real time screens are now installed in the Leeds district as part of the Leeds Public Transport Investment Programme (LPTIP). The Bus Information Strategy was approved by Transport Committee in November and a programme of improvements and changes is now in development.
Increase sales of MCard by 5 per cent, resulting in over £34 million worth of MCards being purchased over the year	£34,000,000	£22.5m	YTD MCard sales (off bus) are £18.2m. Whilst still slightly behind last year, sales are improving and have been higher than 2018/19 for the last few months, however, a marketing campaign is being delivered in December to promote the use of MCard over the festive period and a price change is being introduced in January
<b>Supporting clean growth</b>			
Enable 750 households to be warmer, save money and become more energy efficient through our Better Homes Yorkshire programme	750	526	Projects are progressing well, with the majority of properties improved funded through Warm Homes or Energy Company Obligation.
Continue the delivery of seven flood prevention schemes to reduce the risk of flooding and protect communities and businesses supported by our Growth Deal	7	6	6 schemes are either in delivery or have completed. 3 further schemes are in development and will move into delivery in 20/21, subject to business cases approval.
Provide sustainable travel advice to businesses, recruiting an additional 96 employer members to our Travel Plan Network	96	47	Funding has been secured to continue delivery of the programme. Resource issues in the team mean that the annual target is now unlikely to be met.
Support a further 88 businesses to save money on their energy bills and use less water and waste through resource efficiency funding and advice	88	65	
Contribute to cleaner air by installing 88 ultra-low emission vehicle (ULEV) charging points for taxis with a goal of making 5.1 per cent of our region's taxis ULEV by 2020	88 ULEV charging points for taxis and making 5.1 per cent of our region's taxis ULEV by 2020	11 installations	11 charging points have been installed to date. The programme is still on track to deliver an average of 5 installations per week, except for over the Christmas period).
Set out how we will work with our partners to achieve ambitious carbon reduction targets for the Leeds City Region, to become a net zero carbon city region by 2038 at the latest, with significant progress by 2030	Ongoing throughout 2019/20		Science-based targets established in Q1, followed by extensive stakeholder engagement culminating in a series of industry workshops, the creation of the Climate Coalition and the setting of the target in early-July. Development of a corporate policy and action plan were progressed during Q2, with a view to being endorsed by the CA in October.
Begin detailed feasibility work on 10 projects within the new Energy Strategy and Delivery Plan that will enable us to meet our region's energy needs and generate clean, low carbon energy	10	-	REF2 application submitted & Clean Growth audit is now complete. Corporate Clean Growth Policy and Action Plan approved by the CA an LEP. The Energy Accelerator is working with 16 low carbon projects that will result in approx. 25000 tCO2 saved annually. An Emissions Reduction Pathways Study has commenced. 4 regional sector specific workshops were held in July. Launched the strengthened Net Zero Carbon City Region Target. Completed a carbon budget study for the City Region. Secured £100k from the Business Rates Pool for Tackling the Climate Emergency. Developing 4 collaborative projects with local authority partners. Developing a domestic energy efficiency scaling up study. Better Homes Yorkshire is on track to deliver energy efficiency improvements in over 1000 homes in 19/20

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**Report to:** Overview and Scrutiny Committee

**Date:** 17 January 2020

**Subject:** **Scrutiny Work Programme 2019/20**

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**Director:** Angela Taylor, Corporate Services

**Author(s):** Khaled Berroum, Scrutiny Officer

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## 1. Purpose of this report

- 1.1 To note or amend the work programme for 2019/20 – including agenda items, formal referrals, reviews, key decisions, matters to raise at the next Combined Authority meeting and any other issues.

## 2. Information

- 2.1 The scrutiny work programme details the issues the Overview and Scrutiny Committee plans to undertake, investigate further and focus on in the current municipal year (July 2019 – July 2020) within the resources, remit and powers available to it.
- 2.2 The work programme is set at the beginning of the year and considered at each meeting where it can be amended and changed as the year progresses.

### Referrals to scrutiny

- 2.1 Under Scrutiny Standing Order 10, any Combined Authority Member and any elected Member of a West Yorkshire (or City of York) council may formally refer a matter to scrutiny for consideration. The referral must be in writing to the Scrutiny Officer. The Committee must consider and discuss the referral and respond to the referrer explaining whether or not it will consider the matter further and why.
- 2.2 No referrals were made in writing to the scrutiny officer since the last meeting.

### Reviews

- 2.3 A review of current scrutiny arrangements following the publication of new statutory scrutiny guidance by the government in 2019 (and accompanying 'Good Scrutiny Guide' by the Centre for Public Scrutiny) is still underway.
- 2.4 No other formal reviews are ongoing or have been proposed at this time.

#### Agenda items and forward plan 2019/20

- 2.5 The agenda forward plan as it stands is outlined in **Appendix 1**. A shortlist of topics not yet assigned meeting dates is also included.
- 2.6 Some scrutiny members have proposed that, due to recent flooding in West Yorkshire, an additional committee session be arranged to revisit the flood review – and that the lead chief executive for flooding (Robin Tuddenham – Chief Executive, Calderdale Council) be invited to discuss the issues. If diaries prove difficult in arranging an additional full session, it is proposed that the item be added to next municipal year's (July 2020 – July 2021) forward plan.

#### Working groups

- 2.7 Under Scrutiny Standing Order 7, the Overview and Scrutiny Committee may appoint working groups to consider matters more closely, fulfil 'tasks', make recommendations and otherwise inform the scrutiny process.
- 2.8 This year, the committee appointed two task and finish groups; one focusing on **climate change** and one on **business grants**.
- 2.9 The current memberships of the working groups are:
- *Climate change*: James Baker, Kayleigh Brooks, Dot Foster, David Jenkins.
  - *Business grants*: Stephen Baines, Stephen Fenton, Geoff Winnard, Rosie Watson.
- 2.10 The Business Grants working group has held two sessions on 6 November and 29 November 2019. Three further sessions are planned in 2020 (31 January, 21 February and 3 March) in addition to some site visits to discuss the grants schemes with local businesses. The group's agreed terms of reference are attached at **Appendix 2**.
- 2.11 The Climate Change working group has held one session on 4 November 2019. The group is planning further evidence sessions in January - March 2020. The group's agreed terms of reference are attached at **Appendix 3**.
- 2.12 Both working groups initially hoped to report back their findings and conclusions at the 20 March 2020 meeting of the Overview and Scrutiny Committee – depending on progress of evidence gathering by that time.
- 2.13 Lead Members – Cllr James Baker (climate) and Cllr Stephen Baines (business grants) – will update the committee on any matters not included in this report.

## Spokespersons

- 2.14 This standing item is an opportunity for spokespersons to update the committee on any of their activities in between meetings.
- 2.15 Earlier this year, the Committee agreed that a cross-party group of members should act as leads or spokespersons for each of the Combined Authority and LEP's priority policy areas – economic growth / productivity, environment, transport and devolution / corporate & strategic issues.
- 2.16 Scrutiny spokespersons aim to remain briefed and abreast of developments, liaise with senior officers on behalf of the committee and periodically advise scrutiny members on any matter arising within their policy area.
- 2.17 It is proposed that the distribution of portfolios amongst spokespersons be altered to better align with the scope of the Combined Authority and LEP's key advisory panels and committees:
- Business Innovation and Growth Panel
  - Employment and Skills Panel
  - Green Economy Panel
  - Place Panel
  - Inclusive Growth & Public Policy Panel
  - Transport Committee
  - Governance & Audit Committee
  - Combined Authority / LEP Board
- 2.18 It is also proposed that Cllr David Jones (Wakefield) be selected as skills spokesperson.
- 2.19 The amended list of spokespersons and their areas of focus are:
- Cllr Stephen Baines: business growth
  - Cllr James Baker (Deputy Chair): environment
  - Cllr Peter Harrand (Chair): corporate & strategic issues
  - Cllr Dot Foster: transport
  - Cllr David Jones: employment and skills
- 2.20 It is proposed that 'Inclusive Growth' be covered by the 'business growth' spokesperson and that 'Place' (and planning) issues be considered by 'corporate & strategic issues' and 'transport' spokespersons as appropriate for the time being.
- 2.21 Full outline of current responsibilities is as follows:

<b>'Portfolio'</b>	<b>Panels / priorities</b>	<b>Spokesperson</b>
Business growth	Business Innovation & Growth Inclusive Growth	Stephen Baines
Corporate & strategic issues	Governance & Audit Combined Authority / LEP Board	Peter Harrand

	Place (as appropriate)	
Employment & skills	Employment and Skills	David Jones
Environment	Green Economy	James Baker
Transport	Transport Place (as appropriate)	Dot Foster

### Key decisions and call in

- 2.22 Five members of the Overview and Scrutiny Committee – including at least one member from two different constituent councils (in West Yorkshire) – may call-in any decision of the Combined Authority, a decision-making committee<sup>1</sup> and any key decisions taken by an officer (except for 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.
- 2.23 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. Scrutiny members are notified by email of decisions.
- 2.24 Members may call-in a decision by notifying the Scrutiny Officer in writing by 4.00 pm on the fifth working day following publication. The Committee then has 14 days to meet, scrutinise the decision and make any recommendations. Further information is set out in Scrutiny Standing Order 13.
- 2.25 The forward plan of key decisions is published on the [key decisions section of the Combined Authority’s website](#). The forward plan of key decisions is attached at **Appendix 4**.
- 2.26 All decisions eligible for call-in taken by decision making committees (Combined Authority, Transport and Investment Committees) are published on [the meetings section of the Combined Authority website under each committee](#).

### Matters to raise at the Combined Authority meeting on 6 February 2020

- 2.27 The Chair of the Overview and Scrutiny Committee has a standing invitation to meetings of the Combined Authority as a (non-voting) observer in order to raise any scrutiny matters and convey any feedback from scrutiny members to the Combined Authority. The Scrutiny Deputy Chair may also deputise for the Chair as an observer.
- 2.28 The previous meeting took place on 9 January 2020 and the next Combined Authority meeting will take place on 6 February 2020.
- 2.29 The decision summary sheet of decisions taken at the last Combined Authority meeting on 9 Jan 2020 will be available online at:

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<sup>1</sup> Transport Committee and Investment Committee (as of 21019)



<https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=133&MId=836&Ver=4>.

- 2.30 [Minutes and agendas from past meetings<sup>2</sup>](#) of the Combined Authority can be accessed on the Combined Authority's website. Agendas and reports for future meetings will also be published there.

#### Changes in membership

- 2.31 The following changes to membership have taken place since the last meeting:
- Councillor Paul Davies was appointed to fill a vacancy as the Kirklees member

#### Actions for the Scrutiny Officer

- 2.32 As outlined in Scrutiny Standing Order 16, the statutory scrutiny officer provides support to the Overview and Scrutiny Committee and all its members in exercising their duties and fulfilling their objectives.

### **3. Financial Implications**

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

### **4. Legal Implications**

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

### **5. Staffing Implications**

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

### **6. External Consultees**

- 6.1 No external consultations have been undertaken.

### **7. Recommendations**

- 7.1 That the work programme be noted or amended.
- 7.2 That an additional special committee session on flooding be considered for this municipal year or if this is not possible, the item be added to next municipal year's forward plan (June 2020-June 2021).
- 7.3 That the climate change and business grants working group terms of reference be noted or amended.

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<sup>2</sup> <https://westyorkshire.moderngov.co.uk/ieListMeetings.aspx?Committeeld=133>

- 7.4 That the selection of Cllr David Jones as employment and skills spokesperson be ratified and spokesperson updates be noted.
- 7.5 That the forward plan of upcoming key decisions be noted.

**8. Background Documents**

[Scrutiny Standing Orders](#)

[Past agendas and minutes from meetings of the Combined Authority](#)

[Forward plan of key decisions from 1 January 2020](#)

**9. Appendices**

Appendix 1 – Scrutiny Work Programme 2019/20

Appendix 2 – Business Grants Working Group Terms of Reference

Appendix 3 – Climate Change Working Group Terms of Reference

Appendix 4 – Forward plan of key decisions from 1 January 2020

## Scrutiny Work Programme 2019/20

### Agenda forward plan 2019/20

Date	Topic	Objective and focus	Possible attendees
All meetings	<b>Scrutiny Work Programme update</b>	To receive updates on scrutiny work taking place between meetings including: progress on reviews, working group updates, follow up actions, scrutiny chair/deputy chair/leads actions, and review updates.	None
12 July 2019 – 1 <sup>st</sup> item	<b>Scrutiny work programme 2019/20</b>	To select topics for scrutiny in 2019/20 municipal year and appoint any working groups, following member workshop on 28 June 2019.	None
12 July 2019 – 2 <sup>nd</sup> item	<b>Local industrial strategy</b>	1 <sup>st</sup> session: <ul style="list-style-type: none"> <li>- To receive an update on the development of the local industrial strategy since the last update in July 2018</li> <li>- To determine approach to pre-decision scrutiny ahead of the final submission of the local industrial strategy in December 2019.</li> </ul>	Officers: <ol style="list-style-type: none"> <li>1. Alan Reiss, Director of Policy, Strategy &amp; Communications</li> <li>2. Emma Longbottom, Head of Policy &amp; Strategy Co-ord</li> </ol>
13 Sept 2019 – 1 <sup>st</sup> item	<b>Local industrial strategy and policy framework</b>	Local industrial strategy – 2 <sup>nd</sup> session: <ul style="list-style-type: none"> <li>- To consider findings of research and analysis conducted by independent expert panel over summer 2019</li> <li>- To consider emerging thoughts and policy implications from the research for final strategy</li> <li>- To understand the place that the Local industrial strategy occupies in the wider strategic policy framework also under development</li> </ul> Policy framework – 1 <sup>st</sup> session: <ul style="list-style-type: none"> <li>- To receive an update on the development of policy framework since July 2018 meeting</li> <li>- To determine approach to pre-decision scrutiny of policy framework development following completion of local industrial strategy work</li> </ul>	Officers: <ol style="list-style-type: none"> <li>1. Alan Reiss, Director of Policy, Strategy &amp; Communications</li> <li>2. Jonathan Skinner, Lead Policy Manager (Private Sector Growth)</li> <li>3. James Hopton, Research &amp; Intelligence</li> </ol>

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<p>13 Sept 2019 – 2<sup>nd</sup> item</p>	<p><b>Major strategic developments and preparations</b></p> <ul style="list-style-type: none"> <li>• <b>Devolution</b></li> <li>• <b>LEP review &amp; merger</b></li> <li>• <b>Budget, funding and business planning</b></li> <li>• <b>Brexit</b></li> </ul>	<p>To consider developments and preparations related to a number of interlinked strategic issues – devolution, LEP review/merger, funding/budget and ‘Brexit’.</p> <p>Devolution:</p> <ul style="list-style-type: none"> <li>– To receive an update on devolution since March 2019 following government rejection of ‘One Yorkshire’ proposal and following the appointment of a new prime minister and government.</li> </ul> <p>LEP review &amp; merger:</p> <ul style="list-style-type: none"> <li>– To understand the current position with regards to ongoing ambition to create a new LEP covering west and north yorkshire</li> <li>– To consider the preparations in place to ensure the current LEP is compliant with new requirements in any eventuality and the potential impact on the organisation (eg Assurance Framework)</li> </ul> <p>Budget, funding and business planning:</p> <ul style="list-style-type: none"> <li>– To consider the current provisional ideas and priorities in development for the 2020/21 budget, due for approval in February 2020 and scrutiny’s role in budget development this year</li> <li>– To understand preparations in place regarding finances including the gateway review, medium term financial strategy, capital strategy, interim-funding plans and emerging thinking about future revenue funding (eg enterprise zones).</li> </ul> <p>Brexit:</p> <ul style="list-style-type: none"> <li>– To consider the latest developments relating to country’s exit from the European Union – if any</li> <li>– To consider the preparations in place to mitigate the impact that leaving the European Union will have on the organisation, funding and achievement.</li> </ul>	<p>Officers:</p> <ol style="list-style-type: none"> <li>1. Angela Taylor, Director of Corporate Services</li> <li>2. Alan Reiss, Director of Policy, Strategy &amp; Communications</li> </ol>
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15 Nov 2019 – 1 <sup>st</sup> item	<b>Employment &amp; skills, apprenticeships and the Skills Commission</b>	1 <sup>st</sup> session: <ul style="list-style-type: none"> <li>– To understand the combined authority / LEP’s powers and remit, in the absence of devolution, with regards to skills</li> <li>– To understand the work and aims of the ongoing national Skills Commission led by the Combined Authority Chair</li> <li>– To determine how the Skills Commission is tackling some of the issues and concerns regarding apprenticeships raised by scrutiny at the January 2019 meeting</li> <li>– To determine how the Skills Commission aims to make the case for more local accountability of skills and devolution of skills policy and funding to regions.</li> </ul>	Members: <ol style="list-style-type: none"> <li>1. Cllr Susan Hinchcliffe, Chair of Combined Authority (and Skills Commission)</li> <li>2. Rashik Parmar, Chair of Employment and skills panel</li> </ol> Officers: <ol style="list-style-type: none"> <li>1. Michelle Burton, Head of Employment &amp; Skills</li> </ol>
15 Nov 2019 – 2 <sup>nd</sup> item	<b>Strategic updates and performance monitor</b> <ul style="list-style-type: none"> <li>• Devolution &amp; LEP merger/review</li> <li>• Corporate plan, budget and risk performance</li> <li>• Brexit preparations</li> <li>• Local Industrial Strategy</li> </ul>	To monitor and scrutinise progress on major strategic issues such as corporate performance (KPI), budget and the risk of ‘cliff edge funding’, devolution and the Local Industrial Strategy since the last meeting.  Corporate plan, budget and risk performance: <ul style="list-style-type: none"> <li>– To monitor the performance of corporate plan objectives (KPIs), budget/funding and risk management.</li> </ul> Local Industrial Strategy: <ul style="list-style-type: none"> <li>– To note the final policy proposals for the Local Industrial Strategy submission to government, following the consultation in the first two scrutiny sessions.</li> </ul>	Members: <ol style="list-style-type: none"> <li>1. Cllr Susan Hinchcliffe, Chair of Combined Authority</li> </ol> Officers: <ol style="list-style-type: none"> <li>1. Alan Reiss, Director of Policy, Strategy &amp; Communications</li> </ol>
17 Jan 2020 – 1 <sup>st</sup> item	<b>Strategic Transport Issues – sale of bus companies, HS2 &amp; rail reviews and Transforming Cities Fund (TCF) bid</b>	To consider major strategic developments in transport including: <ol style="list-style-type: none"> <li>1. The impact of the sale of West Yorkshire bus operators (First and Arriva) and the Combined Authority’s possible participation in the sale</li> <li>2. Impact of the Blake-Johnson, Williams and Oakervee Reviews on Combined Authority transport and economic strategy</li> <li>3. Transforming Cities Fund bid submission and response from the government</li> </ol>	Members: <ol style="list-style-type: none"> <li>1. Cllr Kim Groves, Chair of Transport Committee</li> </ol> Officers: <ol style="list-style-type: none"> <li>1. Dave Pearson, Director of Transport Services</li> <li>2. Ben Still, Managing Director</li> </ol>

17 Jan 2020 – 2 <sup>nd</sup> item	<b>Draft budget 2020/21</b>	To scrutinise the final 2020/21 draft budget and business plan before it is formally approved at the 6 February 2020 meeting of the Combined Authority.	Officers: 1. Ben Still, Managing Director 2. Angela Taylor, Director of Corporate Services
17 Jan 2020 – 3 <sup>rd</sup> item	<b>Combined Authority performance monitor &amp; updates</b>	To monitor and maintain an overview of the Combined Authority's performance, including – key performance indicators (KPIs) and budget performance, risk register and management, capital spending and projects, and progress in achieving other major strategic objectives.	Officers: 1. Ben Still, Managing Director 2. Angela Taylor, Director of Corporate Services
20 March 2020 – 1 <sup>st</sup> item	<b>Corporate plan, business plans and key performance indicators (KPIs)</b>	To scrutinise the draft corporate plan and key performance indicators (KPIs) for 2020/21 and 2019/20 performance.	Members: tbc Officers: tbc
20 March 2020 – 2 <sup>nd</sup> item	<b>Working group final reports (to be confirmed)</b>	To receive the final reports of the climate change and business grants working groups – to be confirmed.	Members: Cllr Stephen Baines Cllr James Baker
23 May 2020 – 1 <sup>st</sup> item	<b>Working group final reports (to be confirmed)</b>	To receive the final reports of the climate change and business grants working groups – to be confirmed.	Members: Cllr Stephen Baines Cllr James Baker
23 May 2020 – 2 <sup>nd</sup> item	<b>Scrutiny Annual Report 2019/20</b>	To receive the annual scrutiny report to be submitted to the LEP Board and Combined Authority annual meetings.	Members: Cllr Peter Harrand

### Task and Finish groups

<b>Focus</b>	<b>Members</b>	<b>Objective and focus</b>	<b>Sessions</b>
Business grants	Stephen Baines* Stephen Fenton Jacob Goddard Rosie Watson Geoff Winnard	To evaluate the performance and outcomes achieved from the business support/grants schemes due to come to an end in the 2019/20 municipal year with a view to making new (or amending existing) recommendations to help shape future business support programmes.	1 <sup>st</sup> : 6 Nov 2019 2 <sup>nd</sup> : 29 Nov 2019 3 <sup>rd</sup> : 31 Jan 2020 4 <sup>th</sup> : 21 February 2020 5 <sup>th</sup> : 3 March 2020
Climate change	James Baker* Kayleigh Brooks Dot Foster David Jenkins	To scrutinise the action the combined authority with regards to climate change and the declared climate emergency.	1 <sup>st</sup> session: 4 Nov 2019 Others to be confirmed

\*Lead Member / spokesperson

## Reviews

Topic	Objective	Outcomes so far / next steps
Review of scrutiny	To review the effectiveness of the Combined Authority's current scrutiny arrangements with a view to making recommendations on how they can be improved and strengthened in the present and meet any future challenges that may arise as a result of changes in governance, geography or devolution.	Current position: Initial research and evaluation stage in progress.  Next steps: draft report with initial findings for consultation with senior officers, members and other stakeholders.

## Topic shortlist

Topic	Information	Sessions
Climate change	Consider how the declaration of a 'climate emergency' has impacted the organisation's work and how it plans to tackle the climate change and support its ambition for 'clean growth'.	By a scrutiny working group – Climate change working group
Business grants	Monitor recommendations made by the committee to the LEP regarding application criteria for business grants schemes and review the evaluations being conducted on the impact of business grants schemes due to end in 2019/20.	By a scrutiny working group – Business grants working group
Local Industrial Strategy (LIS)	Consider work being undertaken to develop a local industrial strategy which will be approved by the government as part of its national industrial strategy.	1 <sup>st</sup> session: 12 July 2019 2 <sup>nd</sup> session: 13 Sept 2019 3 <sup>rd</sup> session: 15 Nov 2019
Policy Framework	Consider the new expanded, overarching policy framework currently under development to replace the existing 'Strategic Economic Plan' which scrutiny helped shape in the past.	1 <sup>st</sup> session: 13 Sept 2019 Other sessions: to be determined
Devolution	Consider progress on securing meaningful devolution for the region since the government rejected the One Yorkshire proposal in March 2019	1 <sup>st</sup> session: 13 Sept 2019 Other sessions: to be determined
LEP merger/review	Consider progress on the LEP merger talks, implementation of LEP review recommendations and implications on governance, assurance, funding and strategy/delivery in any scenario.	1 <sup>st</sup> session: 13 Sept 2019 Other sessions: to be determined
Preparations for Brexit	Consider the organisation's plans to navigate the country's exit from the European Union – currently expected in October 2019.	1 <sup>st</sup> session: 13 Sept 2019

Channel 4 opportunities and inward investment	Consider work being done to seize the opportunities presented in skills and inward investment by the successful bid to bring the C4 HQ to Leeds.	To be determined
Skills Commission and Apprenticeships	Understand the aims of the ongoing Combined Authority led Skills Commission and how it aims to address the concerns raised by scrutiny with regards to the challenges in the apprenticeship sector amongst other things.	1 <sup>st</sup> session: 15 Nov 2019
Budget, finances and business planning	Consider annual budget/funding and business planning – including gateway review, medium term financial strategy, capital strategy and Growing Places Fund is also expected this year	1 <sup>st</sup> session: 13 Sept 2019 2 <sup>nd</sup> session: 17 Jan 2020
Transport connectivity	Monitor progress on improving transport connectivity across the region – including the Connectivity Plan, Inclusive Growth Corridors, Transforming Cities Fund, Bus Alliance and Rail Forum.	To be determined
Procurement Strategy	Monitor revision to procurement strategy as a good opportunity to support strategic policy goals through a more selective approach in procurement.	To be determined
Key Performance Indicators (KPIs), corporate plan and risk performance	Consider the annually refreshed Corporate Plan focusing on areas and KPIs 'RAG-rated' Red and flagged as underperforming.	1 <sup>st</sup> session: 17 Jan 2020
Assurance Framework	Consider annual refresh of assurance framework – depending on the outcome of the LEP merger which would determine the level of alterations to the current framework.	Update at 17 Jan 2020 – due to merger not going ahead, there were minimal changes.
Flood Review	Revisit progress on flood review recommendations and the outcomes from the conclusions made at the previous session in November 2018.	To be determined – last considered in Nov 2018
Digital inclusion / exclusion	Consider transport working group's conclusions last year with regards to 'digital by default' approach that might leave some communities excluded from services.	To be determined
Enterprise Zones (EZs)	Consider Enterprise Zones programme and its place in the organisation's future revenue strategy	To be determined – briefly included in budget/funding item (8c) on 13 Sept 2019 agenda

### Other actions and requests

Action / request	Info	Outcomes so far / next steps
Overview of mobility and accessibility in transport work	Overview of the work currently being undertaken by Transport Committee and Transport Services directorate on improving accessibility and mobility in transport	In progress
Monitoring Brexit preparations	Briefing note.	Included in 'strategic preparations' item on 13 September 2019 meeting agenda and subsequent meetings as a standing item.



Further information on opportunities from Channel 4 HQ move	What opportunities are arising from Channel 4's move to a Leeds HQ and what activity is ongoing to take advantage of those opportunities.	In progress
Further information on school engagement programmes	How many schools the programme has engaged with and what constitutes 'going into schools' and 'meaningful contact'. Further evidence (or case studies) of examples and outcomes from previous engagement/contact with schools and students.	Included in 'Employment and Skills / Skills Commission' report to 15 November 2019 scrutiny committee meeting.
Further information on AGE programme	How the first phase of the AGE programme was evaluated and how the conclusions from that evaluation informed the development of the second phase.  How many of the apprenticeships currently on the AGE programme (phase 2) are higher level apprenticeships and how many apprenticeships on the previous iteration of the AGE programme (2015-17) were higher level apprenticeships.	Some information included in 'Employment and Skills / Skills Commission' report to 15 November 2019 scrutiny committee meeting and further detail to be considered by Business Grants Scrutiny Working Group.

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## **Business Grants Working Group 2019/20 Terms of Reference**

### **Purpose and objective**

To scrutinise the performance and outcomes achieved from business support and grants schemes due to end in 2019/20 municipal year with a view to making (or amending existing) recommendations.

The working group will consider:

1. If the recommendations scrutiny made regarding business grants in 2018/19 have been implemented and are still relevant following these evaluations.
2. What provable additionality and outcomes have been achieved and how they will be monitored long term.
3. If the right level of proportionality and balance between supporting businesses to grow and achieving strategic objectives relating to inclusive growth, skills and productivity has been achieved.
4. To what extent data / intelligence has been used to its full potential.
5. To what extent the views of businesses have shaped policy, marketing and delivery.
6. How successfully partner authorities work together in the delivery of grant and support schemes.
7. What impact devolution and post-Brexit settlement *might* have on strategic and financial flexibility.
8. How Leeds City Region schemes compare with other regions with comparable schemes and economic profile.

The working group is looking into this issue because:

1. Business growth is a key organisational priority and the business support schemes are one of the LEP's flagship programmes. The target outcomes of business support are vital and include; job creation, innovation, environmental impact, inward investment, business growth and improving productivity.
2. As the first generation of business support and grant schemes begin to come to an end, now is the right time for scrutiny to examine the strategic approach to business support, the performance of business support/grant schemes and whether the intended outcomes have been achieved.
3. It is scrutiny's opportunity to provide challenge to the development of the future strategic direction of business support programmes based on what has been learned from the evaluations.
4. Previously, scrutiny has expressed concern about the level of focus given to ensuring that money spent has led to long lasting qualitative outcomes and a degree of proven additionality for local people and places and made several recommendations aimed to strengthen that.

### **Outcomes**

The working group will produce a report of their findings and any recommendations for consideration by the Overview and Scrutiny Committee.

### **Members**

The working group will be chaired by the Overview and Scrutiny Committee's economy and productivity spokesperson.

Members will be expected to support the evidence gathering process by conducting research and holding meetings with key colleagues as necessary.

**Support arrangements**

The working group will be supported in its review by the scrutiny officer.

## Climate Change Working Group Terms of Reference

### Purpose and objective

To scrutinise the action taken as a result of the declaration of a climate emergency and regional commitment to cut carbon emissions significantly by 2030 with a view to becoming net zero carbon by 2038.

The working group will focus on two themes – ‘responsibility and coordination’ and ‘challenges and risk’ – and consider the following:

#### Responsibility and coordination

1. what arrangements and action plans are in place to implement, oversee and scrutinise progress of climate change work at each partner authority.
2. how partner authorities coordinate and cooperate with each other at a regional level and the role the Combined Authority plays.
3. how other stakeholders such as local transport operators, businesses, non-executive councillors, MPs and central government agencies/department are involved.

#### Challenges and risks

4. the level of available resources and staff currently able to work on climate change.
5. what possible funding sources and approaches are available to fund climate change activity – in the context of increasingly limited funding opportunities across local government.
6. the level of strategic alignment between partners and what unique strategic challenges are faced by some partners but not others.
7. how well other policy and service areas from economic growth, housing, planning and transport through to health & social care and community services are aligned with environmental policy.
8. what impact further or no devolution could have.
9. the possibility of developing a universal ‘toolkit’ – available to everyone – to better assess regional impact and monitor progress.

The working group is looking into this issue because:

1. Climate change has become an issue of renewed national and international importance.
2. Although it is a global issue, there are areas within the direct and indirect control of local government partners where focused interventions could make an impact.
3. As of June 2019, the Combined Authority and all its partner councils have declared a climate emergency.
4. A new ambition to ‘support clean growth’ was included as one of the Combined Authority and LEP’s four priority areas in the Corporate Plan for 2019/20.
5. The region now aims to be a net zero carbon region by 2038 ‘with significant progress made by 2030’.

### Plan and outcomes

The working group will:

1. gather evidence from the members and officers identified as leading on climate change work at each partner authority through evidence sessions, interviews and questionnaires.

2. produce a report of their findings and any recommendations for consideration by the Overview and Scrutiny Committee.

### **Members**

The working group will be chaired by the Overview and Scrutiny Committee's environment spokesperson and include the committee's transport spokesperson.

Members will be expected to support the evidence gathering process by conducting research and holding meetings with key colleagues as necessary.

The working group may invite non-members to act in an advisory capacity as co-optees.

### **Support arrangements**

The working group will be supported in its review by the scrutiny officer.

## Forward Plan of Key Decisions from 1 January 2020

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
<b>West Yorkshire Combined Authority</b>					
69 A58 Beckett Street and York Street	Description of the Key Decision to be taken Approval for the A58 Beckett Street and York Street scheme to proceed through Decision Point 3 (Outline Business Case) and work commence on Activity 4 (Full Business Case).	West Yorkshire Combined Authority	9 Jan 2020	Director of Delivery	Lisa Childs lisa.childs@westyorks-ca.gov.uk
Bradford Interchange Carriageway Works	Description of the Key Decision to be taken Approval for the Bradford Interchange Carriageway Works scheme to proceed through Decision Point 2 (Strategic Outline Case) and work commence on Activity 5 (Full Business Case with Finalised Costs).	West Yorkshire Combined Authority	9 Jan 2020	Director of Delivery	Nick Fairchild, Project Manager nick.fairchild@westyorks-ca.gov.uk
European Structural and Investment Funds (ESIF) – Sustainable Urban Development (SUD)	To consider and subsequently approve applications for Sustainable Urban Development, to	West Yorkshire Combined Authority	Between 10 Oct 2019 and 25 Jun 2020	Director of Policy, Strategy & Communication	Heather Waddington heather.waddington@westyorks-ca.gov.uk

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
	support the delivery of European Structural and Investment Funds Strategy and the Strategic Economic Plan.				
Leeds Bus Station Gateway	Approval for the Leeds Bus Station Gateway scheme to proceed through Decision Point 3 (Outline Business Case) and work commence on Activity 5 (Full Business Case with Finalised Costs).	West Yorkshire Combined Authority	9 Jan 2020	Director of Delivery	Lisa Childs lisa.childs@westyorks-ca.gov.uk
Leeds City Centre Package - 71 Infirmiry Street Gateway	Approval for the Leeds City Centre Package - Infirmiry Street Gateway scheme to proceed through Decision Point 4 (Full Business Case) and work commence on Activity 5 (Full Business Case with Finalised Costs).	West Yorkshire Combined Authority	9 Jan 2020	Director of Delivery	Lisa Childs lisa.childs@westyorks-ca.gov.uk
White Rose Station	Approval for the White Rose Station scheme to proceed through Decision Point 3 (Outline Business Case) and work commence on Activity 4 (Full Business Case).	West Yorkshire Combined Authority	9 Jan 2020		Lisa Childs lisa.childs@westyorks-ca.gov.uk
Connecting Innovation (Economic Scheme)	Approval for the Connecting Innovation Scheme to	West Yorkshire Combined	9 Jan 2020		Angie Shearon angie.shearon@westyorks-



<b>Title</b>	<b>Description</b>	<b>Decision Maker</b>	<b>Decision Due Date</b>	<b>Lead Director</b>	<b>Officer Contact</b>
	proceed through Decision Point 2 (Strategic Outline Case) and work commence on Activity 5 (Full Business Case with Finalised Costs).	Authority			ca.gov.uk
Budget and Business Plan 2020/21	To approve the transport levy and revenue budget for 2020/21 for the Combined Authority.	West Yorkshire Combined Authority	6 Feb 2020	Director of Corporate Services	Angela Taylor angela.taylor@westyorks-ca.gov.uk
Hebden Bridge Flood Alleviation Scheme 71	Approval for the scheme to proceed through Decision Point 3 (Outline Business Case) and work commence on Activity 4 (Full Business Case).	West Yorkshire Combined Authority	6 Feb 2020	Director of Delivery	Daisy Johnson daisy.johnson@westyorks-ca.gov.uk
Enterprise Zone - Parry Lane	Approval for the scheme to proceed through Decision Point 3 (Outline Business Case) and work commence on Activity 5 (Full Business Case with Finalised Costs).	West Yorkshire Combined Authority	6 Feb 2020	Director of Delivery	Jess McNeill jessica.mcneill@leeds.gov.uk
Leeds Inland Port	Approval for the scheme to proceed through Decision Point 3 (Outline Business Case) and work commence on Activity 4 (Full Business Case).	West Yorkshire Combined Authority	6 Feb 2020	Director of Delivery	Chris Moses chris.moses@westyorks-ca.gov.uk

<b>Title</b>	<b>Description</b>	<b>Decision Maker</b>	<b>Decision Due Date</b>	<b>Lead Director</b>	<b>Officer Contact</b>
Leeds City Region Future Mobility Zone	Approval for the scheme to proceed through Decision Point 2 (Strategic Outline Case) and work commence on Activity 3 (Outline Business Case with Finalised Costs).	West Yorkshire Combined Authority	6 Feb 2020	Director of Delivery	Kate Gifford
Corn Exchange Gateway	Approval for the scheme to proceed through Decision Point 3 (Outline Business Case) and work commence on Activity 4 (Full Business Case).	West Yorkshire Combined Authority	6 Feb 2020	Director of Delivery	Lisa Childs lisa.childs@westyorks-ca.gov.uk
26 Leeds City Centre Access Improvements	Approval for the scheme to proceed through Decision Point 2 (Strategic Outline Case) and work commence on Activity 3 (Outline Business Case with Finalised Costs).	West Yorkshire Combined Authority	6 Feb 2020	Director of Delivery	Andrew Norman andrew.norman@westyorks-ca.gov.uk
Network Navigation	Approval for the scheme to proceed through Decision Point 3 (Outline Business Case) and work commence on Activity 5 (Full Business Case with Finalised Costs).	West Yorkshire Combined Authority	6 Feb 2020	Director of Delivery	Lisa Childs lisa.childs@westyorks-ca.gov.uk
<b>Transport Committee</b>					

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
<b>West Yorkshire &amp; York Investment Committee</b>					
Wakefield South East Gateway - Rutland Mills	Approval for the Wakefield South East Gateway - Rutland Mills scheme to proceed through Decision Point 4 (Full Business Case) and work commence on Activity 5 (Full Business Case with Finalised Costs).	West Yorkshire and York Investment Committee	4 Dec 2019	Director of Delivery	Lisa Childs lisa.childs@westyorks-ca.gov.uk
York Outer Ring Road - Phase 3 (Transport Scheme)	Approval for the York Outer Ring Road - Phase 3 scheme to proceed through Decision Point 3 (Outline Business Case) and work commence on Activity 5 (Full Business Case with Finalised Costs).	West Yorkshire and York Investment Committee	9 Jan 2020		Andrew Norman andrew.norman@westyorks-ca.gov.uk
<b>Officer delegated decisions</b>					
Institute for High Speed Rail and System Integration (Transport Scheme)	Approval for the Institute for High Speed Rail and System Integration scheme to proceed through Decision Point 5 (Full Business Case with Finalised Costs) and work commence on Activity 6 (Delivery).	Managing Director	20 Dec 2019		Chris Brunold chris.brunold@westyorks-ca.gov.uk

<b>Title</b>	<b>Description</b>	<b>Decision Maker</b>	<b>Decision Due Date</b>	<b>Lead Director</b>	<b>Officer Contact</b>
Stourton Park and Ride	Approval for the scheme to proceed through Decision Point 5 (Full Business Case with Finalised Costs) and work commence on Activity 6 (Delivery).	Managing Director	31 Jan 2020		Helen Ellerton helen.ellerton@westyorks-ca.gov.uk