

OVERVIEW AND SCRUTINY COMMITTEE

**MEETING TO BE HELD AT 11.00 AM ON FRIDAY 10 JULY 2020
IN COMMITTEE ROOM A, WELLINGTON HOUSE, LEEDS**

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 17 JANUARY 2020**
(Pages 1 - 10)
- 5. GOVERNANCE ARRANGEMENTS FOR 2020/21**
To note membership, scrutiny standing orders and terms of reference for 2020/21.
(Pages 11 - 28)
- 6. SCRUTINY WORK PROGRAMME 2020/21**
To consider the work programme, future agenda items, key decisions, and receive any updates from spokespersons and working groups leaders.
(Pages 29 - 38)
- 7. ANNUAL SCRUTINY REPORT 2019/20**
To note the 2019/20 Annual Report.
(Pages 39 - 54)
- 8. EFFECT OF COVID-19 AND THE COMBINED AUTHORITY'S RESPONSE**
To receive an update on how COVID-19 has affected the organisation and the region's economy and what plans are in place to help the region recover.
(Pages 55 - 56)
- (a) CORPORATE PERFORMANCE AND BUDGET MONITORING**
(Pages 57 - 68)

(b) COVID-19 ECONOMIC RESPONSE AND RECOVERY
(Pages 69 - 82)

9. DATE OF THE NEXT MEETING - 11 SEPTEMBER 2020

Signed:

A handwritten signature in black ink, consisting of the letters 'BSM' in a stylized, cursive font, with a horizontal line drawn underneath.

**Managing Director
West Yorkshire Combined Authority**

MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON FRIDAY 17 JANUARY 2020 AT COMMITTEE ROOM A, WELLINGTON HOUSE, LEEDS

Present:

Cllr Peter Harrand (Chair)	Leeds City Council
Cllr Stephen Baines	Calderdale Council
Cllr James Baker	Calderdale Council
Cllr Paul Davies	Kirklees Council
Cllr Stephen Fenton	City of York Council
Cllr Dot Foster	Calderdale Council
Cllr Yusra Hussain	Kirklees Council
Cllr David Jenkins	Leeds City 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 Richard Smith	Kirklees Council
Cllr Rosie Watson	Bradford Council
Cllr Geoff Winnard	Bradford Council

In attendance:

Khaled Berroum	West Yorkshire Combined Authority
Dave Pearson	West Yorkshire Combined Authority
Ben Still	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority
Aaliyah Younis	West Yorkshire Combined Authority

31. Apologies for absence

The Chair welcomed new member Councillor Paul Davies to his first meeting and apologies were received from Councillors Jacob Goddard, Graham Isherwood, and Betty Rhodes.

32. Declarations of Disclosable Pecuniary Interests

There were no declarations of disclosable pecuniary interests.

33. Possible exclusion of the press and public

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

34. Minutes of the meeting held on 15 November 2019

Resolved: That the minutes of the meeting held on 15 November 2019 be approved pending an amendment to record Cllr Richard Smith's apologies.

35. Strategic transport issues – sale of bus companies, HS2 & rail reviews and Transforming Cities Fund

The Committee considered a report of the Director of Policy, Strategy & Communications on strategic transport issues and their potential impact on the West Yorkshire Combined Authority.

- 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;

The following were in attendance for this item:

- Councillor Kim Groves, Chair of the Transport Committee
- Ben Still, Managing Director
- Dave Pearson, Director of Transport Services

Questions and discussion focused on the Combined Authority's possible participation in the sale of bus companies in West Yorkshire and the Committee learned and concluded the following:

Influence over the current bus network

- There is a serious disproportion in that the Combined Authority spends around £70 million a year (almost a fifth of its total spending) on bus services but has very little control over the bus network.
- The authority needs some degree increased of control over services if it is to deliver on its strategic objectives and promises, such as increasing bus use, budget efficiencies in subsidies and tackling climate change.
- Consequently, it is right that the Combined Authority is pursuing all legal and feasible options – pending technical advice – and is not counting anything out at this stage.

Details of the sale

- It is understood that First has put up their entire UK operation for sale, but the structure of the sale is not yet known. Possibilities include a buyer purchasing the entire UK operation outright or smaller bids for regional operations.
- Different regions perform differently commercially. Ultimately, any buyer will seek to maximise commercial value, which is bigger in urban areas than in rural areas.
- First West Yorkshire is largely profitable but there is a disparity across districts where some urban areas, such as Leeds, are more profitable for the company than other areas.
- If First sold the West Yorkshire operation alone, it would likely attract many buyers as it is currently profitable. However, if it opted to sell

the West Yorkshire operation together with neighbouring regions, it might generate less interest.

- It was felt that the large pension deficit liability might be one of the possible factors behind the First company being put up for sale and that this must be taken into account by any buyer or participant in the sale.
- First is a large local employer and any implications for employees must be taken into account regardless of what happens next.
- It is also understood that First plan to streamline their operations in the run up to the sale and conversations between First and the Combined Authority on how this will affect passengers are ongoing.

Legal and technical advice

- Legally speaking, the Bus Services Act 2017 says a combined authority cannot form a company itself, or with others, to operate buses. However, the Act is silent on whether a combined authority can purchase shares in a company that might run bus services.
- The Combined Authority has contracted a consultant to seek advice and understand the full breadth of options available to it, what the authority legally can and can't do, and determining as far as possible the profile, structure, assets and liabilities of the First company – including pensions.
- Scrutiny will be able to see the report, strategic advice and the commercial, legal, and operational information – possibly under exempt rules as any conditions of Non-Disclosure Agreements are unknown at this stage.
- Officers are also in contact with colleagues at the Greater Manchester Combined Authority who are currently working on possibly franchising bus services in their area after a similar sale.
- Officers have also agreed to share anything they learn with counterparts in neighbouring areas such as York, North Yorkshire and South Yorkshire. This was written into the consultation commission.
- Once the bidding stage begins, potential bidders, including the Combined Authority if it chooses to do so, will gain access to the data room which will provide far more detailed and comprehensive information.
- Though, non-disclosure agreements (NDAs) will likely also come into effect at this time and must be managed carefully so scrutiny's role can be properly conducted.

Other options and franchising

- Participation is not limited to an outright purchase of the company. It could consist of purchasing strategic assets such as the bus depots, which are essential to managing bus services.
- In Greater Manchester, Transport for Greater Manchester (TfGM) is considering purchasing the bus depots and franchising the services.
- Franchising allows the authority to choose services, routes and fares but the public take on the revenue risk.
- According to the Bus Services Act 2017k, only mayoral combined authorities can choose to franchise services.

- For non-mayoral combined authorities, the consent of the Secretary of State for Transport is required.
- This would include a new parliamentary order either granting specific permission to the West Yorkshire Combined Authority, or all non-mayoral combined authorities in future, to franchise services.
- The previous Transport Secretary and departmental officials gave 'positive indications' but the process of approval from the Secretary of State is unclear and untested.

Systemic transport network issues

- Hypothetically, if the Combined Authority simply bought the company, it would be in the same position as the previous company running bus services in the current imperfect transport system.
- Like the issues in Northern rail, the idea that public ownership or franchising of bus services is a magic bullet should be dispelled.
- There is no cost-free or quick solution to improving the bus network, including Franchising. In any case, further public funding will be needed.
- In Greater Manchester, Phase 1 (reform) of the plan to franchise is expected to require further spending to bring the existing bus network to a level where Phase 2 (growth) can begin to be implemented and benefits realised.
- There are numerous challenges in all modes of transport, including bus, that needs resolving with investment in infrastructure and logistics.
- Regardless of who owns or runs the bus companies, the issue of road traffic on certain routes and in general must be tackled.
- One large element in bus reliability is road traffic. Work has been ongoing for some time on key bus route corridors to identify improvements in road infrastructure to help buses shorten journeys and time spent in traffic. Infrastructure improvements on a corridor-by-corridor approach could be as transformative for West Yorkshire buses as any change in ownership or control of services.
- The entire transport network as a whole requires reform in a holistic approach – bus, mass transit and rail.

Reliability of buses and other modes of transport

- Based on feedback, it was felt that reliability and affordability are the public's priorities. The current system is broken and buses are too unreliable and expensive, especially if travelling on multiple buses and companies on a route. Taxis are often cheaper and more reliable.
- Despite the long-term downward trend in people using buses since the 1980s, there is still an optimism that bus patronage can be increased – particularly by targeting young people.
- It was also argued that it is necessary to increase patronage as without an increase in public transport use, increased congestion will hinder growth in urban areas and be detrimental to the environment and public health.
- The Combined Authority's simple-rate daily 'MyDay' ticket concession aimed at young people has led to a 55% increase in bus use in that demographic.

- There is also other best practice to learn from in the North, such as in Liverpool where patronage has increased by 12% - though this requires further study.
- It must also be accepted as part of a wider strategic approach to the transport network, that some communities – such as rural ones – might not be best served by bus but by other modes of transport such as rail and, potentially, mass transit – which the region desperately lacks.
- While the Combined Authority has long argued for a mass transit system in Leeds and West Yorkshire, they do have an effect on bus services. Greater Manchester has seen some issues of competition between tram and bus services.
- There is still a large disparity within West Yorkshire in terms of transport infrastructure which limits some communities' options. Many areas are lacking clean buses which Leeds has in abundance and other areas lack rail stations to access rail.
- A need for increased reliability is something the public share with businesses and employers. An affordable, reliable bus network gets people to work on time, anywhere in the region.
- The possibility of businesses and developers contributing to funding services should be explored more closely.
- The Combined Authority already has services, such as the Travel Plan team, that market sustainable travel and bus passes to local companies that it can build on in terms of business engagement and buy in.

Resolved:

- i) That the report be noted and the Committee's feedback and conclusions be considered further.
- ii) That the Chair, Deputy Chair and Transport spokesperson be kept updated on developments regarding the sale of bus companies and be given a copy of the consultant's report and advice complete.
- iii) That a briefing note exploring potential employer and developer contributions to bus services be provided to scrutiny members.

36. Draft budget and business plans 2020/21

The Committee received a report of the Director of Corporate Services outlining the work underway to progress the draft revenue and capital budget and directorate business plans for 2020/21.

The following were in attendance for this item:

- Ben Still, Managing Director
- Angela Taylor, Director of Corporate Services
- Dave Pearson, Director of Transport Services

The Committee discussed, learned and concluded the following:

Budget and spending

- Future budget reports could present, in list or table form, changes from the previous year's budget and what impact assessments have been conducted.
- An explanation of when the authority has chosen to make a saving and where there was a change in government or other capital funding arrangements could also be useful.
- Most spending is directed towards transport services and project delivery and much less spent on social issues such as skills and housing.
- This imbalance between transport to non-transport spending is due to capital funding for certain areas, such as housing, skills and the environment, being more limited and ringfenced.
- Although it was felt that there was a relatively large amount spent on PR/marketing and consultants compared to other areas, marketing and consultant research activity and spending includes spending on skills, transport, inward investment and housing that require marketing. The Combined Authority operates a centralised marketing operation instead of placing marketing spend under the relevant service areas.

Mayoral devolution:

- Mayoral devolution would likely provide more funding and flexibility in spending.
- Prior to the election, the government had previously indicated that it was unwilling to pursue a Yorkshire-wide devolution deal according to the same model in the existing mayoral city region devolution areas such as Greater Manchester and West Midlands.
- Instead the government asked each sub-region of Yorkshire to consider separate proposals – South Yorkshire, West Yorkshire, York / North Yorkshire and the Humber.
- The government's increased majority in the election and intention to draft a white paper on devolution is expected to have strengthened the government's position and their desire to conclude outstanding devolution deals in key economic areas like West Yorkshire.
- As of this week, South Yorkshire leaders and ministers announced they are now moving forward with their Sheffield City Region devolution deal which will now unlock further mayoral funding over 30 years.
- They did so on the basis of a letter from the government clarifying that they might consider a Yorkshire devolution model in the future.
- There is an optimism and desire on all sides to conclude a deal in West Yorkshire and council leaders are due to meet with ministers soon to discuss next steps.
- The date of any mayoral election in West Yorkshire will be part of the negotiations.
- If the date is relatively far in the future, interim mayor arrangements might be necessary.
- An interim mayor would be appointed by a meeting of the Combined Authority and it is understood that there would be no special election

but any interim mayor must be a currently elected individual – a councillor, police commissioner or MP.

- In terms of precedent, in Greater Manchester, the interim mayor for several years before the first mayor was elected in 2017, was the police and crime commissioner for Greater Manchester.

LEP geography changes

- Committee members received an email from the LEP Chair, Roger Marsh, the previous evening outlining changes to the Leeds City Region LEP's geography.
- The Leeds City Region LEP's position was that the overlapping geographies represented a functional economic area and was working well.
- When the government required LEPs to eliminate geographical overlaps, the Leeds City Region LEP expressed a hope to merge with the York & North Yorkshire LEP to create a new LEP covering West and North Yorkshire, in order to retain the overlapping north yorkshire areas.
- However, the York & North Yorkshire LEP have now decided not to pursue a merger any further.
- Consequently, the Leeds City Region LEP Board has reluctantly voted to change its geographical footprint to the five West Yorkshire authorities only – Bradford, Calderdale, Kirklees, Leeds and Wakefield.
- The LEP will retain the Leeds City Region name and brand.
- There might be changes in governance arrangements in the near future as north yorkshire representatives currently sit on the LEP Board and other panels.
- The Combined Authority and LEP will seek to retain strong partnership working and cooperative governance arrangements where possible with neighbouring authorities regardless of whether they are members of the LEP or combined authority – and continue to keep the situation under review.
- All existing spending and programmes in non-West Yorkshire authority areas will continue as contracted.
- As the government has yet to unveil the details of the UK Shared Prosperity Fund – its post EU funding mechanism – it is not known how or if geography changes will affect funding allocations in the future.
- Previously, funding was determined and apportioned according to the whole LEP area, not on a district by district basis.

Resolved:

- i) That the report be noted and the Committee's feedback and conclusions be considered further.
- ii) That the Chair be kept informed of devolution developments and any changes in governance arising from the change in LEP geography.

37. Combined Authority performance monitoring and overview

The Committee received a report of the Director of Corporate Services updating the Committee on a range of corporate performance matters including 2019/20 budget monitoring, corporate plan key performance indicators (KPIs), risk management and the assurance framework.

The following were in attendance for this item:

- Ben Still, Managing Director
- Angela Taylor, Director of Corporate Services
- Dave Pearson, Director of Transport Services

The Committee noted that the internal audit report on risk management concluded a 'limited assurance'. This was due to inconsistencies in risk management processes across different service areas. A revised risk management strategy, which addresses the internal audit report's recommendations, is being considered by the Governance & Audit Committee meeting on 23 January 2020.

It was argued that although many KPI targets are marked green and are being achieved, the impact is low as the outcomes are relatively small when compared to the region's needs. Examples included:

- Better Homes Yorkshire programme is marked green for enabling 526 (out of 750 target) homes to become more energy efficient but this is a very small fraction of total homes in need of help in the Leeds City Region.
- 11 ULEV electric charging points have been installed to date, marked green, but similarly they are a small fraction of the amount of charging points needed to make an impact.

The Managing Director agreed and noted that the targets do not represent the Combined Authority's ambition but only what is possible with the capital funding available to the Combined Authority. The authority continues to put forward the case that more funding be provided so that essential schemes can be maintained or expanded.

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

38. 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 spokespersons.

Following a referral from a Kirklees councillor and a recent issue at Leeds City Council where an inclusive growth workshop for members did not initially include colleagues from neighbouring councils, the Chair suggested to the committee that he look further at the system of cross border working, consultation and communication between partner authorities. It may involve setting up a task and finish group to investigate further, depending on

preliminary conversations with officers. The Chair will report back to a future meeting, advising on next steps.

Both working group leaders (Cllrs Baines and Baker) suggested that, due to the elections, purdah and Christmas break, they aim to report back at the May meeting instead of the March meeting as initially planned.

The environment spokesperson (Cllr Baker) noted that the Green Economy Panel scheduled for 28 January 2020 had been 'cancelled' and is now a private members workshop. It was suggested that the climate change working group review the Panel's work as part of its workplan.

The transport spokesperson (Cllr Foster) suggested that scrutiny keep a close eye on the situation with Northern Rail and focus more on scrutinising cycling and walking on the transport agenda considering the declaration of a climate emergency.

The newly appointed skills spokesperson (Cllr David Jones) provided an outline of a meeting with the Combined Authority's Head of Employment and Skills and suggested that, amongst other things, that thought be given to how apprenticeships are being used to support the region's strategic training needs, how to improve a promising programme of school engagement and what work is ongoing to reach traditionally 'hard to reach groups'.

Resolved:

- i) That the work programme be noted.
- ii) That the Chair's intention to investigate the system of cross border working, consultation and communication between partner authorities be noted.
- iii) That the climate change and business grants working group terms of reference be noted.
- iv) That the working groups' intentions to report back at the 22 May 2020 meeting instead of 20 March 2020 meeting be noted.
- v) That the selection of Cllr David Jones as employment and skills spokesperson be ratified and spokesperson updates be noted.
- vi) That the forward plan of upcoming key decisions be noted.

39. Date of the next meeting – 20 March 2020

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Report to: Overview and Scrutiny Committee

Date: 10 July 2020

Subject: **Governance arrangements for 2020/21**

Director: Angela Taylor, Corporate Services

Author(s): Khaled Berroum, Scrutiny Officer

1. Purpose of this report

- 1.1 To note the governance arrangements still in place pertaining to the Overview and Scrutiny Committee.

2. Information

The Committee's Terms of Reference

- 2.1 There were no changes to the Overview and Scrutiny Committee's terms of reference. These are attached as **Appendix 1**.

Amendments to Scrutiny Standing Orders

- 2.2 There were no changes to the Scrutiny Standing Orders. These are attached at **Appendix 2**.

Quorum and meeting dates

- 2.3 Standing Orders require the committee to hold at least four *quorate* meetings a year. Six meetings have been agreed by the Combined Authority for the 2020/21 municipal year, once every two months. A list of meeting dates (all beginning at 11am) are as follows:
- 10 July 2020
 - 11 September 2020
 - 13 November 2020
 - 22 January 2021
 - 19 March 2021
 - 21 May 2021

- 2.4 The **quorum is set by legislation at two-thirds of voting members** and cannot be reduced. Formally appointed substitutes are included in the quorum. No formal decision or resolution may be taken by an inquorate meeting.
- 2.5 Last year, apart from the two meetings cancelled due to COVID-19, all four meetings which were held were quorate.

Membership

- 2.6 A combined authority overview and scrutiny committee must reflect “so far as reasonably practicable the balance of political parties prevailing among the *constituent councils*¹ when taken together”.
- 2.7 Due to the 2020 local elections being cancelled due to COVID-19, the political balance requirements remain as they were following the 2019 local elections. For a committee of 18 members (3 from each authority) for this municipal year, the political balance requirement is met by appointing 11 Labour, 4 Conservative and 3 Liberal Democrat members. The political balance will next be recalculated following local elections in May 2021.
- 2.8 All scrutiny members must be formally appointed at the Combined Authority’s annual meeting, in accordance with the nominations put forward by each council. Substitutes may only substitute for the member they are designated. Due to COVID-19, not all local authorities were able to hold annual councils in May 2020 as usual, and therefore membership of committees as appointed at the 2019 annual meeting are rolled over to this municipal year.
- 2.9 The scrutiny members and substitutes this year as follows:

Member	Substitute	Council	Party
Stephen Baines	<i>Scott Benton</i>	Calderdale	Con
James Baker	<i>Ashley Evans</i>	Calderdale	LD
Paul Davies	<i>Rob Walker</i>	Kirklees	Lab
Stephen Fenton	<i>Anne Hook</i>	York	LD
Dot Foster	<i>Steve Sweeney</i>	Calderdale	Lab
Jacob Goddard	<i>David Jenkins</i>	Leeds	Lab
Peter Harrand	<i>Neil Buckley</i>	Leeds	Con
Andrew Hollyer	<i>Simon Daubeney</i>	York	LD
Yusra Hussain	<i>James Homewood</i>	Kirklees	Lab
David Jones	<i>Harry Ellis</i>	Wakefield	Lab
Peter Kilbane	<i>Claire Douglas</i>	York	Lab
Christine Knight	<i>Kayleigh Brooks</i>	Leeds	Lab
Sarfraz Nazir	<i>Joanne Dodds</i>	Bradford	Lab
Betty Rhodes	<i>Lynne Whitehouse</i>	Wakefield	Lab
Olivia Rowley	<i>Martyn Ward</i>	Wakefield	Lab
Richard Smith	<i>Michael Watson</i>	Kirklees	Con
Rosie Watson	<i>Carol Thirkill</i>	Bradford	Lab
Geoff Winnard	<i>Naveed Riaz</i>	Bradford	Con

¹ Meaning West Yorkshire councils

- 2.10 The current committee chair, Councillor Peter Harrand, remains chair for this coming year. Current legislation requires the scrutiny chair to be from a different political party to the party that “has the most representatives among the members of the constituent councils on the combined authority”.
- 2.11 The committee welcomes the following new members appointed since the last committee meeting:
- Cllr Andrew Hollyer, York
 - Cllr Olivia Rowley, Wakefield
- 2.12 The following members who served on the committee in the previous municipal year are no longer members of this committee:
- Cllr Graham Isherwood, Wakefield
 - Cllr Edward Pearson, York

Code of conduct for members and declaring pecuniary interests

- 2.13 All members and substitutes are bound by the [Code of Conduct for Members](#) and have a legal responsibility to complete a Declaration of Pecuniary Interests form within 28 days of being appointed to the committee.
- 2.14 The [Conflicts of Interest Policy and Protocol](#) also apply to members and have also been circulated separately.
- 2.15 Other relevant information relating to meetings procedure, internal officer decision making and wider democratic and corporate governance (accessible on the Combined Authority’s website) include:
- [Members’ Allowance Scheme](#)
 - [Procedure Standing Orders](#)
 - [Officer Delegation Scheme](#)
 - [Annual Governance Statement](#)
 - [Corporate Governance Code](#)

New statutory scrutiny guidance

- 2.16 New statutory guidance ([‘Overview and scrutiny: statutory guidance for councils and combined authorities’²](#)) was issued by the government in May 2019. Scrutiny Standing Order 15³ obligates the Overview and Scrutiny Committee and the Combined Authority to have regard to any guidance issued by the Secretary of State.

3. Financial Implications

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

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

³ Previously Standing Order 14, before the inclusion of new section Standing Order 9

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 Overview and Scrutiny Committee notes the governance arrangements for 2020/21.
- 7.2 That new members be welcomed and parting members be thanked for their service and contributions over the years.

8. Background Documents

All other governance documents for the Combined Authority and the Leeds City Region Enterprise Partnership (LEP) can be found [here](#).

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

9. Appendices

Appendix 1 – Overview and Scrutiny Committee Terms of Reference
Appendix 2 – Scrutiny Standing Orders



Terms of Reference

Overview and Scrutiny Committee

The Overview and Scrutiny Committee is authorised:

1. To review or scrutinise any decision made, or other action taken, in connection with any function¹ of the Combined Authority.²
2. To make reports or recommendations to the Combined Authority, with respect to any function of the Combined Authority.
3. To make reports or recommendations to the Combined Authority on any matter that affects the Combined Authority's area or the inhabitants of the area³.
4. To receive and monitor responses to any report or recommendation made by the Overview and Scrutiny Committee.

¹ Including in relation to the Combined Authority's role as the accountable body for the Leeds City Region Enterprise Partnership (the LEP).

² In relation to a decision made but not implemented, this includes:

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

³ This includes any matter considered by the LEP or relating to LEP governance.

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West Yorkshire Combined Authority Scrutiny Standing Orders

Modifications to Procedural Standing Orders are set out in an interim addendum to Standing Orders, to reflect Regulations issued under the Coronavirus Act 2020. The Regulations make provision for the conduct of local authority meetings held before 7 May 2021, by enabling meetings to be held remotely and removing the requirement for the annual meeting in 2020.

1 Appointment of Committees and Sub-Committees

- 1.1 The Combined Authority shall appoint one or more overview and scrutiny committees.
- 1.2 An overview and scrutiny committee may appoint one or more sub-committees to discharge any of its functions.¹

2 Membership

- 2.1 The Combined Authority shall appoint at least one member of each constituent council² and of the non-constituent council³ to any overview and scrutiny committee.
- 2.2 The majority of members of any overview and scrutiny committee or sub-committee must be members of the constituent councils.
- 2.3 The number of members of each of the constituent councils appointed to any overview and scrutiny committee must be such that the members of the committee taken as a whole reflect so far as reasonably practicable the balance of political parties for the time being prevailing among members of the constituent councils when taken together.
- 2.4 The Combined Authority may appoint a **substitute member** for each member of an overview and scrutiny committee to act in the absence of that member at a meeting of an overview and scrutiny committee, any sub-committee of an overview and scrutiny committee or working group to which that member is appointed. The substitute member

¹ A sub-committee of an overview and scrutiny committee may not discharge any functions other than those conferred on it in accordance with Standing Order 1.2.

² These are the City of Bradford Metropolitan District Council, Calderdale Council, Kirklees Metropolitan Council, Leeds City Council and the City of Wakefield Metropolitan District Council.

³ This is the City of York Council.

may only act in the absence of a member:

- for whom they are the designated substitute, and
- where the member will be absent for the whole of the meeting.

2.5 A substitute member may not exercise any special powers or duties exercisable by the member for whom they are substituting⁴.

2.6 No member of the Combined Authority nor of the Leeds City Region Enterprise Partnership (the LEP) Board⁵ may be a member or substitute member of an overview and scrutiny committee or sub-committee.

2.7 Within 28 days of any appointment to any overview and scrutiny committee, the Head of Legal and Governance Services will publish a notice about the appointment⁶ on the Combined Authority's web-site.

3 Voting

3.1 Each member of an overview and scrutiny committee, or of any overview and scrutiny sub-committee, appointed from a constituent council has one vote.

3.2 Any member of an overview and scrutiny committee, or of any overview and scrutiny sub-committee, appointed from the non-constituent council is non-voting unless the Combined Authority has resolved to give such a member voting rights.

3.3 All questions coming or arising before an overview and scrutiny committee or an overview and scrutiny sub-committee shall be decided by a simple majority of the members present and voting on the question.

3.4 No member of an overview and scrutiny committee or sub-committee has a casting vote.

3.5 If a vote is tied on any matter it is deemed not to be carried.

4 Chair

4.1 The Combined Authority will appoint the Chair of any overview and scrutiny committee⁷.

⁴ Special powers or duties include any chairing responsibilities. A substitute may exercise any voting rights exercisable by the member for whom they substitute.

⁵ Substitutes for members of the Combined Authority and the LEP Board are also precluded from being a member or substitute of an overview and scrutiny committee or sub-committee.

⁶ In accordance with Article 4 of the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2017/18.

⁷ This must be an independent person or an appropriate person, as defined by Schedule 5A Local

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

5 Conflicts of Interest

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

6 Quorum

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

7 Working Groups

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

8 Work Programme

- 8.1 Each overview and scrutiny committee or sub-committee will set its own work programme.

9 Scrutiny of the LEP

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

outcome in the minutes of the meeting.

10 Reference of Matters to an Overview and Scrutiny Committee or Sub-Committee

- 10.1 The Combined Authority or any of its committees may ask an overview and scrutiny committee to review any matter or assist in developing budget and policy proposals.
- 10.2 In accordance with Standing Order 10.3 below:
- a) any member of an overview and scrutiny committee may refer to the committee any matter which is relevant to the functions of the committee;
 - b) any member of an overview and scrutiny sub-committee may refer to a sub-committee any matter which is relevant to the functions of the sub-committee;
 - c) any member of the Combined Authority may refer to an overview and scrutiny committee any matter which is relevant to the function of the committee and is not an excluded matter;⁸ and
 - d) any member of a constituent council or the non-constituent council may refer to an overview and scrutiny committee any matter which is relevant to the functions of the committee and is not an excluded matter⁹.
- 10.3 Any reference must be made in writing to the Scrutiny Officer who will ensure that the matter is included in the agenda for, and discussed at, a meeting of the committee or sub-committee.
- 10.4 Where a matter is referred to an overview and scrutiny committee by any member under Standing Order 10.2 c) or d) above, in considering whether to review or scrutinise a matter referred to the committee, the committee must have regard to any representations made by the member referring the matter as to why it would be appropriate for the committee to review or scrutinise the matter. If the committee decides not to review or scrutinise the matter, it must notify the member of its decision and the reasons for it.
- 10.5 An overview and scrutiny committee must provide a member with any

⁸ An excluded matter means any matter which is a local crime and disorder matter within the meaning of section 19 of the Police and Justice Act 2006 or a matter of any description specified in an Order made for the purposes of Section 9FC of the Local Government Act 2000.

⁹ See footnote above.

copy of any report or recommendations¹⁰ which it makes in connection with any matter referred to it by the member under Standing Order 10.2 c) or d) above.

- 10.6 The LEP may seek input from an overview and scrutiny committee on any issue relating to policy and strategy development or otherwise. Any such request must be put forward to the Scrutiny Officer in the first instance, who will ensure that the matter is included in the agenda for, and discussed at a meeting of an overview and scrutiny committee or sub-committee.

11 Meetings

- 11.1 There shall be at least **four** ordinary meetings of any overview and scrutiny committee in each year.
- 11.2 An extraordinary meeting of an overview and scrutiny committee may be called by:
- the Chair of the committee; or
 - any **5** members of the committee from at least **2** constituent councils

12 Attendees

12.1 Members and officers

12.1.1 An overview and scrutiny committee or sub-committee may require any member of the Combined Authority¹¹ or an officer¹² of the Combined Authority to attend before it to answer questions¹³ or to provide information about any matter within its terms of reference.

12.1.2 Where a committee or sub-committee requires a member or officer to attend, the Scrutiny Officer shall inform the member or officer in writing giving at least 5 clear working days' notice of the meeting. The notice will state:

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

¹⁰ Subject to provisions relating to confidential and exempt information

¹¹ The expectation is that this would be a Member of the Combined Authority, or a Chair of any Combined Authority committee or sub-committee.

¹² The expectation is that this would be the Combined Authority's Managing Director or other senior officer who has exercised delegated authority in respect of an issue being considered by the committee or sub-committee, or their nominee.

¹³ A person is not obliged to answer any question which the person would be entitled to refuse to answer in or for the purposes of proceedings in a court in England and Wales.

committee.

12.1.3 A member or officer must comply with any notice they are given.

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

12.2 Others

An overview and scrutiny committee or sub-committee may invite other people¹⁴ to attend any meeting to

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

12.3 General Principles

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

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

13 Reports and Recommendations

13.1 Reports and Recommendations of an Overview and Scrutiny Committee or Sub-Committee

13.1.1 An overview and scrutiny committee or sub-committee may make reports or recommendations to the Combined Authority¹⁵.

13.1.2 If an overview and scrutiny committee or sub-committee cannot agree a final report, a minority report may be prepared

¹⁴ Including any co-opted member of any Combined Authority committee; members and officers from constituent councils, the non-constituent council or other councils within the Leeds City Region; any member of the LEP Board; members of the public; any other stakeholders, advisors or assessors. The committee may pay any advisers, assessors and witnesses a reasonable fee and expenses.

¹⁵ All references to the Combined Authority in Standing Order 13 should be taken as including a reference to any relevant committee with authority to consider and respond to reports and recommendations on behalf of the Combined Authority. The Scrutiny Officer shall in consultation with the Chair of an overview and scrutiny committee determine whether a report or recommendation shall be considered by such a committee or by the Combined Authority.

and submitted as an appendix to the majority report.

13.1.3 The overview and scrutiny committee or sub-committee may publish any report or recommendations, subject to Standing Order 13.3.

13.1.4 Where in the opinion of the overview and scrutiny committee, any report or recommendation relates significantly to any LEP activity or to LEP governance, the report or recommendation shall also be submitted to the LEP Board for consideration in a timely manner. Any response of the LEP Board shall be reported back to the overview and scrutiny committee or sub-committee which made the report or recommendation¹⁶.

13.1.5 Where in the opinion of the overview and scrutiny committee, any report or recommendation is of particular significance to any partner council over and above any other partner council, the report or recommendation shall also be submitted to that partner council for consideration. Any response of that partner council shall be reported back to the overview and scrutiny committee or sub-committee which made the report or recommendation.

13.2 Notice

13.3.1 An overview and scrutiny committee or sub-committee may by notice require the Combined Authority within 2 months of receiving any report or recommendations or (if later) the notice, to:

- consider the report or recommendations;
- respond to the overview and scrutiny committee or sub-committee indicating what (if any) action the Combined Authority proposes to take;
- publish the response, if the overview or scrutiny committee or sub-committee has published the report or recommendations, subject to Standing Order 13.3 below.

13.3.2 The Combined Authority must respond to a report or recommendations made by an overview and scrutiny committee or a sub-committee as a result of a referral made in accordance with Standing Order 10, within 2 months beginning

¹⁶ Where a notice has been served on the Combined Authority in accordance with Standing Order 13.2, any response of the LEP Board provided under Standing Order 13.1.4 shall also be reported to the Combined Authority.

with the date on which the Combined Authority received the notice, and subject to Standing Order 13.3 below.

13.3 Publishing a Document: Confidential and Exempt Information

13.3.1 Standing Order 13.3.2 applies to:

- the publication of any document comprising a report or recommendations of an overview and scrutiny committee or sub-committee, or a response of the Combined Authority to any such report or recommendations, and
- the provision of a copy of such a document to a member under Standing Order 10.5 above.

13.3.2 In publishing the document the overview and scrutiny committee, sub-committee or the Combined Authority must exclude any confidential information¹⁷; and may exclude any relevant exempt information¹⁸. When providing a copy of a document, the overview and scrutiny committee, sub-committee or the Combined Authority may exclude any confidential information or relevant exempt information.

13.3.3 Where information is excluded, the overview and scrutiny committee, sub-committee or the Combined Authority:

- may replace so much of the document as discloses the information with a summary which does not disclose that information, and
- must do so if, in consequence of excluding the information, the document published would be misleading or not reasonably comprehensible.

14 Call-In of Decisions

14.1 Scope

The following decisions may be called-in for scrutiny:

¹⁷ This has the meaning given by section 100A (3) of the Local Government Act 1972.

¹⁸ This means exempt information of a description specified in a resolution of the overview and scrutiny committee or sub-committee or the Combined Authority which applied to the proceedings, or part of the proceedings at any meeting at which the report was or recommendations were considered.

- any **decision of the Combined Authority¹⁹ or of any decision-making committee of the Combined Authority²⁰**, and
- any **Key Decision taken by an officer**,

with the exception of any decision which the decision-maker has resolved is urgent²¹.

14.2 Call-In Process

14.2.1 **Five members of the overview and scrutiny committee** to include **at least one member from two different Constituent Councils** may call-in a decision eligible for call-in by notifying the Scrutiny Officer by 4pm on the **fifth working day** following publication under Standing Order 14.2.2 or 14.2.3.

14.2.2 The Head of Legal and Governance Services shall publish details²² of **the Combined Authority** and any **committee decisions** eligible for call-in within **2 clear working days** of a meeting.

14.2.3 Any **Key Decision taken by an officer** will be published as a written record of an officer decision within **2 clear working days** of the decision being made.

14.3 Implementing Decisions which are Eligible for Call-In

14.3.1 An urgent decision may be implemented immediately²³.

14.3.2 Any other decision of the Combined Authority or a committee, or Key Decision taken by an officer may be implemented after **midday** of the **sixth clear working day** after the publication of the decision, unless it is called-in.

14.4 Action on Receipt of a Call-In Request

14.4.1 On receipt of a call-in request, the Scrutiny Officer shall:

¹⁹ Including in relation to the Combined Authority's role as the accountable body for the LEP.

²⁰ With the exception of the Governance and Audit Committee

²¹ A decision will be urgent if any delay likely to be caused by the call-in process would prejudice the Combined Authority's, any constituent council's or the public's interests. Nor will any decision relating to approving or amending governance arrangements be open to call-in.

²² To members of the overview and scrutiny committee.

²³ The Scrutiny Officer must report such decisions to the next available meeting of the relevant overview and scrutiny committee, together with the reasons for urgency.

- notify the decision-maker²⁴ of the call-in,
- consult with the Chair of overview and scrutiny committee about whether to issue a direction under Standing Order 14.4.2 below, and
- call a meeting of the overview and scrutiny committee, to scrutinise the decision.

14.4.2 Where a decision is called-in, the Scrutiny Officer, in consultation with the Chair of the overview and scrutiny committee may direct that the decision is not to be implemented while it is under review or scrutiny by the overview and scrutiny committee, for a period not exceeding 14 days from the date on which the direction is issued.

14.5 Scrutinising a Decision

14.5.1 The overview and scrutiny committee must scrutinise the decision within **14 days** of the Scrutiny Officer receiving the request for call-in, or before the expiry of any direction, if earlier.

14.5.2 Where an overview and scrutiny committee has scrutinised a decision, it may recommend that the decision is re-considered by the Combined Authority or the committee²⁵. Any decision which is recommended for re-consideration may not be implemented while any direction under 14.4.2 is of effect, except in accordance with Standing Order 14.6.4 below.

14.5.3 The Scrutiny Officer will notify the decision-maker²⁶ of the outcome of the scrutiny by the overview and scrutiny committee, within **2 clear working days** of the meeting. Where the decision has not been recommended for re-consideration, it may be implemented on receipt of this notification.

14.6 Re-Considering the Decision

14.6.1 The Combined Authority or the committee must meet to reconsider any decision not later than **10 days** after the date on which the recommendations of an overview and scrutiny

²⁴ That is, each member of the Combined Authority, of any relevant committee or the relevant officer.

²⁵ The Scrutiny Officer shall in consultation with the Chair of the overview and scrutiny committee determine whether a report or recommendation relating to a decision of an officer or a committee is considered by the Committee (where the decision falls within its terms of reference) or the Combined Authority. A report or recommendation relating to a decision of the Combined Authority shall be considered by the Combined Authority.

²⁶ Notification of the outcome shall be provided to each individual member of the Combined Authority or of any relevant committee, or to the relevant officer.

committee are received.

14.6.2 The Chair of the overview and scrutiny committee or their nominee may attend the meeting which is re-considering the decision, to present the report or recommendations.²⁷

14.6.3 The Combined Authority or the committee may confirm, amend or rescind the decision. A response should be published in accordance with Standing Order 13.3.

14.6.4 A decision which has been confirmed or amended by the Combined Authority or the committee may be implemented immediately.

15 Guidance of the Secretary of State

15.1 An overview and scrutiny committee or sub-committee must have regard to any guidance issued by the Secretary of State²⁸.

16 Statutory Scrutiny Officer

16.1 Any references in these Standing Orders to the Scrutiny Officer are to the officer designated as such by the Combined Authority.

16.2 The Combined Authority shall not designate an officer of any constituent council as Scrutiny Officer for the Combined Authority.

16.3 The statutory functions of the Scrutiny Officer are:

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

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

17 Additional Rights of Access to Documents

17.1 Additional rights of access to documents for members of any overview and scrutiny committee or sub-committee are set out in the Access to Information Annex to the Combined Authority's Procedure

²⁷ The Chair must notify the Scrutiny Officer that they intend to attend the meeting 3 clear working days before the meeting.

²⁸ Under Local Democracy, Economic Development and Construction Act 2009 Schedule 5A paragraph 2(9)

Standing Orders.

18 Public Notice of Proposed Key Decisions

- 18.1 Provisions relating to the public notice of proposed Key Decisions are set out in the Access to Information Annex to the Combined Authority's Procedure Standing Orders.

19 Interpretation

- 19.1 The Chair of an overview and scrutiny committee meeting or sub-committee meeting shall make any final decision at that meeting about:
- how the Scrutiny Standing Orders should be interpreted with respect to the conduct of the meeting, or
 - any question of procedure not provided for by the Scrutiny Standing Orders.
- 19.2 The Head of Legal and Governance Services shall make any final decision about how to interpret any Scrutiny Standing Order outside of a formal committee or sub-committee meeting.



Report to: Overview and Scrutiny Committee

Date: 10 July 2020

Subject: **Scrutiny Work Programme 2020/21**

Director: Angela Taylor, Corporate Services

Author(s): Khaled Berroum, Scrutiny Officer

1. Purpose of this report

- 1.1 To approve the scrutiny work programme for 2020/21 following the scrutiny member workshop held on 26 June 2020.
- 1.2 To consider any additional agenda items, formal referrals to scrutiny, reviews, call in, matters to raise at the next Combined Authority meeting and any other tasks, issues or matters the Committee resolves to undertake or consider further.

2. Information

- 2.1 The Scrutiny work programme details the planned work the Overview and Scrutiny Committee has resolved to undertake, investigate further and focus on in the current municipal year (June 2020 – June 2021) 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.

Work programme workshop on 26 June 2020

- 2.2 Last year, the committee decided to approach work programming in workshop settings to allow members to have more time to consider the Combined Authority and LEP's plans for the year ahead in greater depth so they could select a more focused, strategic and balanced work programme that tackles key issues while maintaining a flexible overview of other issues as they arise.
- 2.3 During the workshop, Members discussed upcoming key areas of work and possible topics with support from the Combined Authority's Managing Director, senior leadership team and scrutiny officer – and considered the following:

- a set of work programming principles as suggested by government guidance, good practice and this committee's members in the past
- a summary of topics in last year's work programme and outstanding issues that could be carried onto this year
- a summary of the Combined Authority and LEP's priorities for 2020/21 provided by the senior leadership team (SLT) – most notably work being undertaken to ensure the Combined Authority is 'mayor ready' by May 2021.

2.4 Scrutiny was informed that an 'MCA Ready Programme Board' has been formed within the Combined Authority to oversee the delivery of the MCA Programme. The Board has ultimate oversight, accountability and decision-making authority for the programme and meets on a two weekly basis to receive regular updates from the workstream leads/project boards. It is hoped this approach will allow senior officers to keep track of the workstreams, ensure risks and issues are appropriately escalated and to make decisions at the strategic level.

2.5 The MCA Ready Programme has identified 20 MCA Ready workstreams – which the officer board will oversee. The MCA workstreams have been categorised as 'partnership workstreams' (1 & 2), 'organisational-ready workstreams' (3-11) and 'devolution deal workstreams' (12-20). The MCA workstreams are:

1. Learning from other MCAs
2. Deepening Partnerships
3. Electoral Preparations
4. Decision making and committee arrangements
5. Organisational systems (HR, ICT, Finance)
6. Accommodation and buildings
7. Workforce planning
8. Finance & programme management
9. PCC preparation
10. Mayoral Order Implementation
11. Assurance Framework
12. Adult Education Budget
13. LCR Transforming Cities Fund
14. WY Mass Transit
15. Bus franchising
16. Housing pipeline
17. Green infrastructure Trial
18. Innovation Network
19. Digital Skills Partnership
20. Heritage Fund

2.6 Scrutiny members expressed the view that mayoral devolution is the biggest change to the Combined Authority since its establishment in 2014 and scrutiny has a clear responsibility to scrutinise and maintain oversight of mayor ready preparations this year. The public, central government and local authority partners will also expect that appropriate scrutiny and oversight of devolution and its implementation will take place. Scrutiny has also been advised that

scrutiny's input into governance & decision-making arrangements, scrutiny arrangements, the assurance process & framework, financial arrangements & strategy and organisational planning in particular might be productive.

- 2.7 Scrutiny Members also expressed the view that although devolution is an important area of priority for scrutiny to consider closely, there are also other organisational priorities, projects, services and key performance indicators that scrutiny might also consider maintaining an overview of in some capacity. Most notably, areas affected by COVID-19 such as business growth, transport services, and the budget – and work being undertaken to help the region and its economy recover from the aftermath of COVID-19.

Proposed work programme 2020/21

- 2.8 It was agreed that this year the Overview & Scrutiny Committee focus mostly on mayoral devolution preparations and the implementation process – while maintaining an overview of other organisational developments, such as COVID-19 recovery plans, through a standing performance monitoring item.
- 2.9 The 2020/21 scrutiny work programme attached in **Appendix 1** is proposed for approval.

Working groups

- 2.10 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.
- 2.11 Working groups are smaller groups of members that undertake scrutiny work outside of committee meetings and then report back to the main committee either through periodic updates at committee meetings and/or with a final end-of-task report when their work is complete.
- 2.12 Following discussions at the workshop, under advice that that current resources and capacity available to scrutiny can support up to two time limited working groups, it is proposed that the following two devolution focused time-limited working groups be appointed this year with the following membership:
1. Governance & Scrutiny
 2. Finances & Corporate

Name	Members	Objective and focus
Governance & Scrutiny	James Baker Dot Foster Jacob Goddard Peter Harrand Andrew Hollyer Yusra Hussain David Jones	<p>To scrutinise the development of new governance, decision-making, and scrutiny arrangements – including any matters relating to the Police & Crime Commissioner.</p> <p>To provide input into and make recommendations regarding:</p> <ul style="list-style-type: none"> • New governance structure • New scrutiny arrangements • New assurance framework

Finances & Corporate	Stephen Baines Paul Davies Peter Harrand Olivia Rowley Rosie Watson Geoff Winnard	<p>To scrutinise and maintain oversight of the development of new financial arrangements/strategies and organisational and corporate processes/systems – including workforce planning and any matters relating to the Police & Crime Commissioner.</p> <p>To provide input into and make recommendations regarding:</p> <ul style="list-style-type: none"> • Financial strategy and arrangements • Formation of business plans and budgeting • Any changes to corporate/organisational systems and processes
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- 2.13 Last year the committee agreed that working groups could form and amend their own terms of reference and the scope for their work as required – as long as changes are reported to committee meetings.

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 The current spokespersons and their areas of focus are:
- Cllr Stephen Baines: business growth
 - Cllr James Baker (Deputy Chair): environment
 - Cllr Peter Harrand (Chair): financial & strategic issues (incl devolution)
 - Cllr Dot Foster: transport
 - Cllr David Jones: employment and skills
 - Cllr Rosie Watson & Cllr Geoff Winnard: corporate issues

Reviews

- 2.18 Last year, the committee began two limited reviews of the evaluation of business grants/support schemes and the response to the declaration of a climate emergency. Both reviews were interrupted, firstly, by general election purdah and, secondly, by COVID-19 – which has also affected findings and conclusions. It is proposed that interim reports are written to outline the work that was completed for the committee to decide how to continue this work in the future.
- 2.19 No other reviews are ongoing or have been proposed at this time.

Referrals to scrutiny

- 2.20 Under Scrutiny Standing Order 10, any Member of the Overview and Scrutiny Committee, the Combined Authority or any elected Member of a West Yorkshire council (or the City of York Council) may formally refer a matter to the Committee for consideration. The referral must be in writing to the Scrutiny Officer. The Committee must then consider and discuss the referral and respond to the referrer explaining whether or not it will consider the matter further and why.
- 2.21 No formal referrals were made this year.

Key decisions and call in

- 2.22 Members of the Overview and Scrutiny Committee may call in any decision of the Combined Authority, a decision-making committee and any key decisions taken by an officer (with the exception of urgent decisions). Key decisions are defined as any decision incurring a financial cost or saving of £1 million or more, or a decision likely to have a significant effect on two or more wards.
- 2.23 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.
- 2.24 Five members of the Overview and Scrutiny Committee – including at least one member from two different constituent councils (West Yorkshire) – 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 scrutinise the decision and make recommendations. Further information is set out in Scrutiny Standing Order 13.
- 2.25 The latest key decisions and forward plans of key decisions are published and available for viewing on the [key decisions section of the Combined Authority's website](#).

Matters to raise at the next Combined Authority meeting on 27 July 2020

- 2.26 The Chair of the Overview and Scrutiny Committee has a standing invite 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.
- 2.27 The next Combined Authority meeting will take place on 27 July 2020.
- 2.28 [Minutes and agendas from past meetings](#)¹ of the Combined Authority can be accessed on the Combined Authority's website. Agendas and reports for future meetings will also be published there.

¹ <https://westyorkshire.moderngov.co.uk/ieListMeetings.aspx?CommitteeId=133>

Actions for the Scrutiny Officer

- 2.29 As outlined in Scrutiny Standing Order 16, the statutory scrutiny officer provides support to the Overview and Scrutiny Committee's work programme and all of its members in exercising their scrutiny 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 Overview and Scrutiny Committee approves a work programme and appoints any working groups it deems necessary.

8. Background Documents

[Scrutiny Standing Orders](#)

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

[Forward plan of key decisions](#)

9. Appendices

Appendix 1 – Proposed Work Programme 2020/21

Draft Scrutiny Work Programme 2020/21

Agenda forward plan 2020/21

Date	Items	Objective and focus	Attendees
All meetings	Scrutiny Work Programme update	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.	Scrutiny Officer Scrutiny Spokespersons
10 July 2020	<ol style="list-style-type: none"> Governance arrangements Work Programme approval Annual report 2019/20 Mayoral devolution update COVID-19 recovery and corporate performance monitoring 	<ol style="list-style-type: none"> To confirm governance arrangements for the coming year To approve the work programme and establish any working groups for the coming year To receive an update on mayoral devolution since the last meeting To receive an overview of COVID-19 recovery efforts, corporate performance, programme delivery & KPIs 	<ol style="list-style-type: none"> Angela Taylor, Director of Corporate Services Brian Archer, Director of Economic Services
11 Sept 2020	<ol style="list-style-type: none"> Mayoral devolution & working group updates Corporate performance monitoring 	<ol style="list-style-type: none"> To receive an update on mayoral devolution since the last meeting – including an analysis of consultation results, MCA ready and working group updates To receive an overview of COVID-19 recovery efforts, corporate performance, programme delivery & KPIs 	To be confirmed
13 Nov 2020	<ol style="list-style-type: none"> Mayoral devolution & working group updates COVID-19 recovery and corporate performance monitoring 	<ol style="list-style-type: none"> To receive an update on mayoral devolution since the last meeting – including mayoral order, MCA ready and working group updates To receive an overview of COVID-19 recovery efforts, corporate performance, programme delivery & KPIs – and budget and business planning 2021/22 	To be confirmed
22 Jan 2021	<ol style="list-style-type: none"> Mayoral devolution & working group updates COVID-19 recovery and corporate performance monitoring 	<ol style="list-style-type: none"> To receive an update on mayoral devolution since the last meeting – including mayoral order, MCA ready and working group updates To receive an overview of COVID-19 recovery efforts, corporate performance, programme delivery & KPIs – and budget and business planning 2021/22 	To be confirmed
19 March 2021	<ol style="list-style-type: none"> Mayoral devolution update COVID-19 recovery and corporate performance monitoring 	<ol style="list-style-type: none"> To receive an update on mayoral devolution since the last meeting – including mayoral order, MCA ready and working group updates 	To be confirmed

		2. To receive an overview of COVID-19 recovery efforts, corporate performance, programme delivery & KPIs	
21 May 2021	1. Annual report 2020/21 2. Mayoral devolution update 3. COVID-19 recovery and corporate performance monitoring	1. Approve annual report 2020/21 2. To receive an update on mayoral devolution since the election – including MCA ready update 3. To receive an overview of COVID-19 recovery efforts, corporate performance, programme delivery & KPIs	To be confirmed

Task and Finish groups

Name	Members	Objective and focus	Sessions
Governance & Scrutiny	<i>James Baker</i> <i>Dot Foster</i> <i>Peter Harrand</i> <i>Andrew Hollyer</i> <i>Yusra Hussain</i> <i>David Jones</i>	To scrutinise the development of new governance, decision-making, and scrutiny arrangements – including any matters relating to the Police & Crime Commissioner. To provide input into and make recommendations regarding: <ul style="list-style-type: none"> • New governance structure • New scrutiny arrangements • New assurance framework 	<i>To be confirmed</i>
Finances & Corporate	<i>Stephen Baines</i> <i>Paul Davies</i> <i>Jacob Goddard</i> <i>Peter Harrand</i> <i>Olivia Rowley</i> <i>Rosie Watson</i> <i>Geoff Winnard</i>	To scrutinise and maintain oversight of the development of new financial arrangements/strategies and organisational and corporate processes/systems – including workforce planning and any matters relating to the Police & Crime Commissioner. To provide input into and make recommendations regarding: <ul style="list-style-type: none"> • Financial strategy and arrangements • Formation of business plans and budgeting • Any changes to corporate/organisational systems and processes 	<i>To be confirmed</i>

Reviews

Topic	Objective	Outcomes so far / next steps
Business grants evaluation	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 any recommendations to help shape future business support programmes.	Interrupted by covid-19 Final report currently being prepared – and then analysed with covid-19 consequences in mind and business support response since.

1 July 2020

Climate emergency response	To scrutinise the action the combined authority with regards to climate change and the declared climate emergency.	Interrupted by covid-19, interim report being prepared. First round of evidence sessions with private sector members and academic experts completed. Evidence gathering from local authority members still outstanding.
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Spokespersons

Spokesperson(s)	'Portfolio'	Panels to shadow	Outstanding tasks
Cllr Stephen Baines	Business growth	Business Innovation & Growth Panel Inclusive Growth Panel	COVID-19 implications
Cllr Rosie Watson Cllr Geoff Winnard	Corporate issues	None	COVID-19 implications
Cllr David Jones	Employment & skills	Employment and Skills Panel	COVID-19 implications
Cllr James Baker	Environment	Green Economy Panel Place Panel (as appropriate)	COVID-19 implications Climate emergency work
Cllr Peter Harrand	Financial & strategic issues (including devolution and governance)	Governance & Audit Combined Authority / LEP Board	COVID-19 implications Mayoral devolution implementation Key decisions
Cllr Dot Foster	Transport	Transport Committee Place Panel (as appropriate)	COVID-19 implications Future bus options / sale of bus companies

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Report to: Overview and Scrutiny Committee

Date: 10 July 2020

Subject: **Scrutiny Annual Report 2019/20**

Director(s): Angela Taylor, Director of Corporate Services

Author(s): Khaled Berroum, Scrutiny Officer

1. Purpose of this report

- 1.1 To present the annual report which provides a summary and highlights of the work undertaken by the Overview and Scrutiny Committee during the 2019/20 municipal year.

2. Information

- 2.1 In 2019, the Committee agreed to begin producing an annual report summarising the work undertaken by the Committee each year. The draft Scrutiny Annual Report 2019/20 is appended as **Appendix 1**.

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 appended annual report summarising the work undertaken by the Overview and Scrutiny Committee in 2019/20 be approved for publication or amended.

8. Background Documents

None.

9. Appendices

Appendix 1 – Scrutiny Annual Report 2019/20 (draft)

Annual Report 2019/20

Overview and Scrutiny Committee

July 2020

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Introduction

This annual report provides a general summary of overview and scrutiny work undertaken during the 2019/20 municipal year and any conclusions and recommendations made.

What is 'Overview and Scrutiny'?

Overview and Scrutiny (shortened to scrutiny) acts as a check and balance to decision makers at the West Yorkshire Combined Authority, Leeds City Region Enterprise Partnership (the LEP) and their partners. It holds them to account for:

- the policies they adopt
- the money they spend
- the services they provide

Scrutiny **investigates, influences, reports and recommends** ways to strengthen policies, improve services, ensure best value for money and secure long-lasting positive outcomes for local people.

Although scrutiny does not have the power to make or block any decision of the Combined Authority (or the LEP), it does have the power to:

- 'call-in' decisions and make a case for them to be formally reconsidered or changed
- oblige the Combined Authority to respond to its recommendations publicly within two months
- require any member (or senior officer) of the Combined Authority to appear before it

All scrutiny work is led by an independent, politically-balanced group of elected councillors known as the Overview and Scrutiny Committee.

Membership 2019/20

Chair: Cllr Peter Harrand (June 2019 – present)

Members 2019/20

District	Member	Substitutes
Bradford	Cllr Sarfraz Nazir	Cllr Joanne Dodds
	Cllr Rosie Watson	Cllr Carol Thirkill
	Cllr Geoff Winnard	Cllr Naveed Riaz
Calderdale	Cllr Stephen Baines	Cllr Scott Benton
	Cllr James Baker	Cllr Ashley Evans
	Cllr Dot Foster	Cllr Steve Sweeney
Kirklees	Cllr Paul Kane (until Nov 2019)	Cllr James Homewood
	Cllr Paul Davies (from Dec 2019)	Cllr Rob Walker
	Cllr Yusra Hussain (from Nov 2019)	Cllr Michael Watson
	Cllr Richard Smith	
Leeds	Cllr Peter Harrand	Cllr Neil Buckley
	Cllr Jacob Goddard	Cllr David Jenkins
	Cllr Christine Knight	Cllr Kayleigh Brooks
Wakefield	Cllr David Jones (from Nov 2019)	Cllr Harry Ellis
	Cllr Graham Isherwood (until Feb 2020)	Cllr Lynne Whitehouse
	Cllr Betty Rhodes	Cllr Martyn Ward
	Cllr Olivia Rowley (from Feb 2020)	
York	Cllr Stephen Fenton	Cllr Anne Hook
	Cllr Peter Kilbane	Cllr Claire Douglas
	Cllr Edward Pearson	Cllr Simon Daubeney

Spokespersons

This year the committee appointed a few members to act as spokespersons in key policy areas and so that they can maintain oversight of certain issues outside of committee and working group meetings.

Spokesperson(s)	'Portfolio'
Cllr Stephen Baines	<i>Business growth</i>
Cllr Rosie Watson & Cllr Geoff Winnard	<i>Corporate issues</i>
Cllr David Jones	<i>Employment & skills</i>
Cllr James Baker	<i>Environment</i>
Cllr Peter Harrand	<i>Financial & strategic issues (incl devolution)</i>
Cllr Dot Foster	<i>Transport</i>

Chair's foreword

My first year as Scrutiny Chair has certainly been eventful.

There have been developments in many major policy areas from the Skills Commission and potential sale of bus companies to the securing of a long-awaited mayoral devolution deal for West Yorkshire.

Then there was the unexpected and devastating COVID-19 pandemic which has affected the region significantly and presented a number of challenges requiring new ways of working for everyone.

One of my priorities this year has been to ensure that there is an active, strong and properly resourced scrutiny function at a Combined Authority which spends on average £1 million a day and covers a large territory.

This year, we began looking into options for how we can improve scrutiny and we shall continue this review into the this coming year.

I would like to thank all members of the committee, the officers who support scrutiny in its work and all those who gave evidence to the committee and the working groups this year – their contributions are invaluable.



Councillor Peter Harrand

**Chair, Overview and Scrutiny Committee
West Yorkshire Combined Authority**



Work Programme 2019/20

Scrutiny determines its work programme at the beginning of each new municipal year in June when members choose which issues from previous years to revisit and those coming up in the year ahead they will need to look at more closely.

The Combined Authority and the LEP support scrutiny's work programming by outlining the key pieces of work and significant decisions planned or expected throughout the year.

Every year the Combined Authority and LEP agree a **Corporate Plan**¹ which outlines their ambitions and targets. Last year, the Combined Authority and the LEP committed themselves to four long term ambitions:

1. Enabling inclusive growth
2. Delivering 21st Century transport
3. Boosting productivity
4. Supporting clean growth

Other key priorities for the Combined Authority and LEP in the 2019/20 municipal year included:

- Negotiating a mayoral devolution deal for West Yorkshire in the face of a potential cliff's edge in funding for 2020/21
- Implementing the government's LEP Review recommendations, including resolving geographical overlaps and board representations
- Co-developing a Local Industrial Strategy with the government
- Prepare for the country's exit from the European Union
- Develop a bid to the Transforming Cities Fund for transport infrastructure
- Closely follow developments in rail arising from the HS2 and Blake-Johnson reviews

The work programme of the main committee and its working groups are outlined below and highlights from some of the key issues considered are explained in more detail in the following section.

¹ <https://www.westyorks-ca.gov.uk/media/3362/corporate-plan-18-19.pdf>

Summary of 2019/20 Work Programme

12 July 2019	1. Local Industrial Strategy and Policy Framework
13 September 2019	1. Local Industrial Strategy and Policy Framework 2. Devolution negotiations update 3. LEP review and merger update 4. Budget and business planning for 2020/21 5. Brexit preparations
15 November 2019	1. Apprenticeships and the Skills Commission 2. Draft budget 2020/21 3. Local Industrial Strategy update 4. Devolution update
17 January 2020	1. Sale of bus companies 2. HS2 & Rail reviews 3. Transforming Cities Fund bid 4. Draft budget 2020/21
20 March 2020 (cancelled due to COVID-19)	1. West Yorkshire devolution deal 2. Corporate Plan 2020/21 and budget/performance monitoring
22 May 2020 (held as a workshop due to COVID-19)	1. Consultation – West Yorkshire mayoral devolution 2. Scrutiny arrangements in a mayoral combined authority

Working groups

To support its work this year, the Overview and Scrutiny Committee also set up two working groups to focus on the climate emergency and the evaluation of business grants and support schemes due to end this year.

Working groups are smaller groups of members that undertake scrutiny work outside of committee meetings and then report back to the main committee either through periodic updates at committee meetings and/or with a final end-of-task report when their work is complete.

	Business grants working group	Climate emergency working group
Members	Cllr Stephen Baines* Cllr Stephen Fenton Cllr Rosie Watson Cllr Goeff Winnard	Cllr James Baker* Cllr Kayleigh Brooks Cllr Dot Foster Cllr David Jenkins
Task	To evaluate the performance and outcomes achieved from the business support/grants schemes due to come to an end in the 2019/20.	To scrutinise the actions of the Combined Authority with regards to climate change and the declared climate emergency.

**Lead member*

2019/20 Highlights

This section outlines some highlights and contributions made by scrutiny in 2019/20.

Employment & skills: apprenticeships and the Skills Commission

The Committee invited the Chair of the Combined Authority, Cllr Susan Hinchcliffe, (who also chairs the national Skills Commission) and Chair of the Employment and Skills Panel, Rashik Parmar (of IBM Technology) to discuss their work and answer questions on the employment and skills landscape in West Yorkshire.

The Committee concluded, amongst other things, that:

1. 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.
2. 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.
3. **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 / authority’s discretion, including on skills programmes**, in line with its independent strategic priorities.
4. 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**.
5. 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 with local authorities.
6. Therefore, **the LEP made approaches to employers directly through** 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.
7. 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.

8. **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.
9. **The LEP/Combined authority is engaged with 184 (over 90%) 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.
10. Many schools are now part of larger academy trusts. In addition to school governors, **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.
11. The **reduction in applications for the LEP's Apprenticeship Grant for Employers (AGE)** scheme 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.
12. 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**.
13. 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.
14. The **Combined Authority does not have the statutory remit to get involved in certain services and responsibilities that are legally the preserve of local authorities**. Much preventive work, 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.
15. 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**.

Transport issues: sale of West Yorkshire bus companies, rail reviews and the Transforming Cities Fund bid

The Committee invited the Chair of the Transport Committee, Cllr Kim Groves, to discuss and answer questions on major emerging transport issues in West Yorkshire including the possible participation of the Combined Authority in the sale of the West Yorkshire bus companies.

The Committee concluded, amongst other things, that:

1. There is a **serious disproportion** in that **the Combined Authority spends around £70 million a year** (almost a fifth of its total spending) on bus services but **has very little control over the bus network**.
2. The **Combined Authority needs some degree of increased control over bus services if it is to deliver on its strategic objectives and promises**, such as increasing bus use, budget efficiencies in subsidies and tackling climate change.
3. The **Combined Authority is right to pursue all legal and feasible options** – pending technical advice – in order to **participate in the expected sale of bus companies in West Yorkshire**.
4. First West Yorkshire is largely profitable but there is **a disparity across districts where some urban areas, such as Leeds, are more profitable for the company than other areas**. Any buyer will seek to maximise commercial value, which is bigger in urban areas than in rural areas.
5. First is a large local employer and **any implications for employees must be taken into account regardless of what happens next**. It was felt that the **large pension deficit liability might be one of the possible factors behind the First company being put up for sale** and that this must be taken into account by any buyer or participant in the sale.
6. Legally speaking, the Bus Services Act 2017 says **a combined authority cannot form a company itself, or with others, to operate buses**. However, the Act is silent on whether a combined authority can purchase shares in a company that might run bus services.
7. **Participation is not limited to an outright purchase of the company**. It could consist of **purchasing strategic assets such as the bus depots**, which are essential to managing bus services. In Greater Manchester, Transport for Greater Manchester (TfGM) is considering purchasing the bus depots and franchising the services.
8. Franchising allows the authority to choose services, routes and fares but **only mayoral combined authorities can franchise bus services**. For non-mayoral combined authorities, the consent of the Secretary of State for Transport is required.
9. Like the issues in Northern rail, **the idea that public ownership or franchising of bus services is a magic bullet should be dispelled**. There is no cost-free or

quick solution to improving the bus network, including franchising. In any case, further public funding will be needed with investment in infrastructure and logistics.

10. There is still a large disparity within West Yorkshire in terms of transport infrastructure which limits some communities' options. **Many areas are lacking clean buses which Leeds has in abundance and other areas lack rail stations to access rail.**
11. Reliability and affordability are the public's priorities. **The current system is broken and buses are too unreliable and expensive**, especially if travelling on multiple buses and companies on a route. **Taxis are often cheaper and more reliable.**
12. **One large element in bus reliability is road traffic.** Work has been ongoing for some time on key bus route corridors to identify improvements in road infrastructure to help buses shorten journeys and time spent in traffic. **Infrastructure improvements on a corridor-by-corridor approach could be as transformative for West Yorkshire buses as any change in ownership or control of services.**
13. Despite the long-term downward trend in people using buses since the 1980s, there is still an optimism that bus patronage can be increased – particularly by targeting young people.
14. The **Combined Authority's simple-rate daily 'MyDay' ticket concession aimed at young people has led to a 55% increase in bus use** in that demographic. There is also other best practice to learn from in the North, such as in Liverpool where patronage has increased by 12% - though this requires further study.
15. While the Combined Authority has long argued for a mass transit system in Leeds and West Yorkshire, they do have an effect on bus services. **Greater Manchester has seen some issues of competition between tram and bus services.**
16. A need for increased reliability is something the public share with businesses and employers. An affordable, reliable bus network gets people to work on time, anywhere in the region. **The possibility of businesses and developers contributing to funding services should be explored more closely.**

Next steps in 2020/21

Next year, scrutiny will focus on mayoral devolution preparations and the implementation process – while maintaining an overview of other organisational developments, such as COVID-19 recovery plans.

West Yorkshire mayoral devolution

Mayoral devolution is the biggest change to the Combined Authority since its establishment in 2014 and scrutiny has a clear responsibility to scrutinise and maintain oversight of mayor ready preparations this year.

The public, central government and local authority partners will also expect that appropriate scrutiny and oversight of devolution and its implementation will take place.

Scrutiny's input into governance & decision-making arrangements, scrutiny arrangements, the assurance process & framework, financial arrangements & strategy and organisational planning in particular might be productive.

COVID-19 recovery

COVID-19 is one of the biggest crises the region has had to contend with in generations. The full implications of COVID-19 on the region and its economy are still to be determined but it is already clear that it will have a significant long-term impact.

The government has identified the Combined Authority as a key partner in the region's economic recovery efforts which will be overseen by a new West Yorkshire Economic Recovery Board, which is a working group of the West Yorkshire Combined Authority and brings together the region's local authority leaders with representatives from key partnerships and stakeholders.

Postponed reviews into business grants and climate emergency

Just prior to the outbreak of COVID-19 in the UK, the **climate emergency working group** had begun speaking to key private sector members and local academics and experts in order to gain some insight into what work on climate change is being done and what could be done better. Although COVID-19 interrupted the initial work, the committee has resolved to follow up on this issue in the coming year and finish its review and report.

The **business grants working group** had also just completed the evidence gathering stage of its review into the business grants and support schemes by making a series of site visits to local businesses across the city regions to interview SME business owners before the lockdown was imposed as a result of the COVID-19 outbreak. This naturally affected not just the review but the economic conditions and the experience of businesses that the review was investigating. Consequently, the committee will await the working group's interim report before determining next steps.

Find out more and get involved

Find out more about scrutiny at the Combined Authority and view agendas, reports and minutes, please visit the website here: <https://westyorks-ca.gov.uk/>

Scrutiny committee meetings take place in public and anyone is welcome to attend.

Get in touch

Scrutiny is keen to hear from members of the public on issues of concern in the West Yorkshire and York area that relate to the functions and responsibilities of the Combined Authority and Leeds City Region Enterprise Partnership (LEP).

You can contact scrutiny:

By email: scrutiny@westyorks-ca.gov.uk

In writing: Scrutiny Officer
Legal & Governance Services
West Yorkshire Combined Authority
Wellington House
40-50 Wellington Street
Leeds
LS1 2DE

Find out more

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Report to: Overview and Scrutiny Committee

Date: 10 July 2020

Subject: **Effect of COVID-19 and the Combined Authority's response**

Director: Angela Taylor, Corporate Services

Author(s): Khaled Berroum, Scrutiny Officer

1. Purpose of this cover report

- 1.1 To introduce items 8a and 8b which outline the effect COVID-19 has had on the West Yorkshire region and the West Yorkshire Combined Authority's response to the crisis.
- Item 8a – Corporate planning and performance report
 - Item 8b – COVID-19 economic response and recovery

2. Information

- 2.1 At the Scrutiny Workshop held on 26 June 2020, members requested an update and overview of the effects that COVID-19 has had on the region's economy and the Combined Authority's finances and business plans.
- 2.2 The attached reports (Item 8a and 8b) were presented to the last meeting of the Combined Authority held on 25 June 2020. A further update on COVID-19 related work is expected at the 27 July 2020 meeting of the Combined Authority. It is also expected that a draft Economic Recovery Plan/Strategy will be presented at that same meeting.

3. Recommendations

- 3.1 To note the attached reports.

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Report to: Overview and Scrutiny Committee

Date: 10 July 2020

Subject: **Corporate planning and performance**

Director: Angela Taylor, Director, Corporate Services

Author(s): Louise Porter and Jon Sheard

1. Purpose of this report

- 1.1 To note the final position on corporate performance including progress against the 2019/20 corporate plan priorities, risk management and budget position and seek comment on these matters.

2. Information

Corporate Plan 2019/20

- 2.1 The 2019/20 Corporate Plan sets out the vision and objectives for the organisation and the practical steps for how these will be progressed during the year. The plan is structured around the four overarching strategic objectives of boosting productivity, enabling inclusive growth, delivering 21st Century transport and supporting clean growth.
- 2.2 In order to measure the organisation's specific contribution to meeting these four corporate objectives, a set of key performance indicators have been routinely monitored throughout the 2019/20 financial year. A summary of progress against these indicators is provided in **Appendix 1** as part of the wider corporate performance snapshot. This does not yet provide a full 2019/20 year end picture due to the time lag associated with collection of some year-end data.
- 2.3 The analysis of performance against objectives to date reflects a positive position overall. Most of the indicators are assessed as green, indicating objectives supporting the strategic aims and themes for the region have been achieved.

Corporate risk update

- 2.4 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.
- 2.5 A summary of the headline strategic risks is included at **Appendix 1** to this report. The key change since the last reporting period is the inclusion of three overarching corporate risks concerning the impacts of the COVID-19 pandemic. These relate to the financial impacts of the pandemic, the ongoing ability to deliver as intended against key corporate objectives and the delivery of frontline and business as usual services.
- 2.6 These overarching risks are supplemented by detailed operational risks which are being managed through the Combined Authority's Gold command incident response structure, which is coordinating the response to, and recovery from, the COVID-19 pandemic.

Revenue budget position 2019/20

- 2.7 The year had started with a deficit budget of £1.2 million, with reported forecasts during the year identifying that savings would accrue. The reforecasted budget approved in February 2020 (based on December actuals) set out an estimated £0.4 million surplus by the end of the year which meant a forecast general reserve of approximately £7 million as at the end of the financial year. It was expected that this level of general reserves would be required 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 and some of the initial costs of transitioning to a mayoral combined authority.
- 2.8 The final outturn (unaudited) for 2019/20 is a £1.3 million surplus which is an additional £0.9 million and puts the general reserves at approximately £8 million. The improved year end position is mainly attributable to the additional interest earned on short term investments due to the delays in the grant funded capital programme (£0.9 million), savings in bus operator payments (£0.2 million), savings across all supplies and services (£0.4 million) and these offset by reduced income compared to that previously forecast (£0.5 million). The final (unaudited) revenue budget position for 2019/20 is attached at **Appendix 2**.
- 2.9 The COVID-19 pandemic is impacting on the revenue and capital budgets in 2020/21 and work is underway to consider whether an element of the general reserves will be needed to meet some of the funding gap, and what other actions are required to address the emerging funding gap.

Annual Accounts 2019/20

- 2.10 Draft annual accounts have been produced in line with the agreed timetable and have been published on 5 June 2020. The intention is to have the final audited accounts approved on 30 July 2020 by the Governance and Audit Committee. This is in line with the original timescales agreed by the Combined Authority with its external auditors.

Business planning and budget 2020/21

- 2.11 The Combined Authority approved the 2020/21 budget and accompanying business plans for the organisation at its meeting of 6 February 2020. This sets out the detailed objectives to be delivered by the Combined Authority and the LEP over the next financial year.
- 2.12 Since these business plans were produced the final West Yorkshire devolution deal has been announced and the full extent of the COVID-19 pandemic has also become much clearer. As such each Directorate is continuing to review their 2020/21 business priorities to take account of any significant changes that will be required during the current year as a result of the COVID-19 pandemic and to better reflect the scope of the work required to become MCA-ready. An update on the findings of this work will be brought to the July meeting of the Combined Authority.

3. Financial Implications

- 3.1 The financial implications are covered in the body of the report and at the supporting appendices.

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 Overview and Scrutiny Committee notes and provides comment on the information on corporate performance.

8. Background Documents

- 8.1 None.

9. Appendices

Appendix 1 – Corporate Performance Snapshot Report
Appendix 2 – Budget monitoring 2019/20

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Combined Authority risk appetite levels

	Low ↔ High Appetite					
	1	2	3	4	5	
Legal Compliance and Regulation	1					This is something for which the Combined Authority has no appetite for and expects minimal exposure to risk. Where it relates to a service which must be provided, significant controls must be in place.
Safety and Security	1					
Finance and Resources		2				There is a preference for what are deemed to be ‘safe’ options where there is a reduced degree of risk. Good controls are expected to be in place where risk remains.
Reputational		2				
Environmental		2				
Service Delivery and Operational			3			The Combined Authority accepts a level of risk may remain in the delivery of services in pursuit of our corporate priorities. The chosen option must present a healthy level of reward in relation to the risk faced.
Transformational Change				4		This is an area in which the Combined Authority has an increased appetite for risk. More uncertainty can be tolerated in seeking opportunities for improvement, commercialisation or innovation.
Development and Regeneration				4		

Corporate risk summary

			Probability	Impact	Mitigation summary
Very high X5 SD2	CRR - SD1	There is a risk that we fail to fully deliver projects and programmes (i.e. Growth Deal) within timescales or budget, or with the anticipated level of benefits, due to over-optimistic profiles, capacity within District partners and recruitment and retention challenges.	Possible 3	Critical 5	<ul style="list-style-type: none"> • Significant monitoring and controls in place through PMO • Continuing support through 'District Pool' project resource • Call for projects to ensure healthy pipeline of projects/ programmes • Ongoing Review of WY+TF portfolio with Chief Highways Officers
	CRR - SD2	There is a risk that there are challenges and disruption to the way in which the Combined Authority provides services and the resources available to deliver those, due to uncertainty surrounding the UK's future relationship with the EU.	Possible 3	Critical 5	<ul style="list-style-type: none"> • Brexit working group in place with Director representation and links to West Yorkshire Resilience Forum • Ongoing liaison with Bus Operators for reassurance on preparation for fuel or labour shortages • Communications and media campaign has increased to focus on effective signposting and support • Monitoring of legislative developments • Additional grant funding available to support local businesses • Secured additional resources, and refocussed existing ones, to support more businesses to prepare for Brexit and to gain a better understanding of impacts/opportunities on the economy. • Identifying any projects which may be vulnerable to shortages in skilled labour or supply chain disruption
	CRR - SD5	There is a risk that there will be a major impact on achievement of organisational objectives and/or a need to reconsider objectives and divert resources, due to a major unanticipated change in national policy (Brexit; major change in govt policy).	Possible 3	Critical 5	<ul style="list-style-type: none"> • Continued dialogue with Government • Policy and Strategy directorate continuing to monitor emerging national trends • Continued work with local LEPs and Combined Authorities
	CRR - SD6	There is a risk that key corporate objectives cannot be met due to the long term impacts of the COVID-19 pandemic on the regional economy and on travel habits.	Possible 3	Critical 5	<ul style="list-style-type: none"> • Research and Intelligence team modelling potential impacts and long term scenarios • Working closely with partners and representative groups to identify possible long term impacts and develop joint responses • Updating business plans to identify key areas for re-prioritisation
	CRR - FR3	There is a risk that the medium to long term financial health of the Combined Authority will be adversely affected due to the financial impacts of the COVID-19 pandemic	Possible 3	Critical 5	<ul style="list-style-type: none"> • Financial scenario undertaken and being continually updated • Continued liaison with Government to understand funding opportunities • Budget Working Group meeting to oversee response

			Probability	Impact	Mitigation summary
63	CRR-DR1	There is a risk that a major contractor/supplier/recipient of Combined Authority funding encounters significant financial difficulties, or enters administration or liquidation, and are therefore unable to deliver agreed projects, due to current uncertainties within the construction industry.	Possible 3	Serious 4	<ul style="list-style-type: none"> Contractual KPIs & penalty clauses Agreed escalation routes in contracts Ability to de-scope via change requests with partner buy-in Embed security measures into as many contracts as possible e.g. bond, legal charge, priority in lending hierarchy Regular financial checks in place through Procurement & contract/loan monitoring External consultants procured to advise on future investment strategy/due diligence processes for more commercial deals
	CRR-FR2	There is a risk that there is insufficient floorspace to generate projected business rates income, due to challenges in bringing forward Enterprise Zone sites within Growth Deal funding and occupier incentive timescales.	Possible 3	Serious 4	<ul style="list-style-type: none"> Progress policy gap workstreams in parallel with Delivery Progress detailed due diligence & potential funding/overage agreement negotiations Identify other potential land/property income streams for GD monies
	CRR-SS1	There is a risk that a major accident or injury occurs at a Combined Authority facility, due to the high volume of people and inherent operational risks present in a bus station, transport interchange or Combined Authority facility.	Unlikely 2	Critical 5	<ul style="list-style-type: none"> Health and safety policies, procedures and processes in place Staff training Ongoing review of Health and Safety risks Working with district emergency planning units to share knowledge and develop joint plans Continued working with police on preventative measures Business Continuity and Disaster Management workshops taking place at corporate level
	CRR-DR2	There is a risk that significant travel disruption arises from the implementation of major transport investment programmes, due to their intrusive nature, and a lack of effective communication or co-ordination.	Possible 3	Serious 4	<ul style="list-style-type: none"> Close working with programme sponsors on phasing out of construction Mitigating travel arrangements Creation of a 'travel demand management plan' to inform and influence travel behaviours Economic analysis taking place to further assess current situations and potential future risks
	CRR-SD3	There is a risk that there is a substantial reduction or alternation of services to customers, due to the business failure, sale, or substantial change in bus/rail providers.	Possible 3	Serious 4	<ul style="list-style-type: none"> Close relationships with operators to obtain early warnings Dialogue with DFT, TFN Work commissioned and in progress to consider future bus options
	CRR-SD7	There is a risk that frontline services and business as usual activities cannot be adequately provided due to staffing	Possible 3	Serious 4	<ul style="list-style-type: none"> Staffing levels being monitored and individual circumstances being regularly reviewed Additional staff trained and redeployed into frontline positions Productivity being actively monitored

		availability issues as a result of the Covid pandemic			
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West Yorkshire Combined Authority Corporate Plan 2019/20: Results for April 2019 - March 2020			
Corporate Plan Commitment (We will)	Target	Apr 2019 - March 2020 YTTD results	Notes
Corporate Plan Key Performance Indicators			
Invest in services and projects worth £388 million to benefit local people and the economy	£398,000,000	Forecast: £289.1m	The underspend against our 2019/20 gross expenditure budget arose from the slower progress, than originally anticipated, in our investment programmes for transport infrastructure. This became evident during the year and led to a full review of the programme with our partner councils and resulted in a rebasing of transport projects from 2020/21 onwards
Support 3,000+ businesses	3000+	3301	
Invest £105 million of Growth Deal funding in major infrastructure schemes	£105,000,000	Forecast: £81.56m	Forecast spend for the year is now £81.56m, whilst this is below target for the year, funding will not be lost. Mitigating actions have been introduced to ensure spend in 2020/2021.
Enable 20 million passenger journeys per year	20,000,000		On track to deliver 15% of all social necessary journeys, which last year equated to 20 million passenger journeys. Awaiting YTD figures up to early March 2020, prior to Government lockdown response to COVID19.
Support 18,000 disadvantaged students	18,000	18,606	Final target achieved. Although this figure has been impacted with schools and colleges closing. The number of cancelled sessions would have added an additional 1000+.
Complete projects to warm 750 homes and make them more energy efficient	750	1041	Projects are continuing to progress well, with the majority of properties improved funded through Warm Homes or Energy Company Obligation.
Boosting productivity			
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 into 2020/2021
Support 3,025 businesses in our region to grow and become more productive (with 1,035 receiving intensive support)	3025 (1,035)	3301 (1393)	
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	5	Three programmes in delivery focussed on business resilience, investment readiness and resource efficiency, with funding confirmed for two others focussed on innovation and strategic business planning.
Help 350 businesses to increase their overseas export activity	350	266	Given that there have been some significant international events this year that have impacted on our international activities, particularly the uncertainty caused by UKs exit from the EU and the protests in Hong Kong, it is not surprising that the figures for this KPI are slightly lower than expected. That said, the number of referrals made to other agencies including DIT, which are captured as part of this KPI are broadly in line with last year. We have not however seen the uplift that we had anticipated.
Maximise the opportunities created by Channel 4's HQ relocation by securing additional investment in the creative and digital sectors	Ongoing throughout 2019/20		We won the CPR regional award for 'Outstanding contribution to the region' for the Be the spark Channel 4 campaign. #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. 19 campaigns met or exceeded their targets and objectives, but particular note should be given to the Transforming lives with Tech campaigns
Attract global investors to the region creating 1,700 jobs	1,700	1237	Reduction in project successes. FDI levels into the UK are 14% lower and business investment decisions are down due to Brexit uncertainty (There are less category A project enquiries)
Continue to deliver development projects for our Enterprise Zones	Ongoing throughout 2019/20	Ongoing	Works continue on site at Gain Lane, some small delays initially due to poor weather in early 2020, and now COVID19 supply chain issues. Works have started at South Kirkby (2.3.20) and an independent Monitoring Surveyor has been appointed to provide independent assessment of progress and claims submitted against eligible works. The CA are finalising heads of terms to acquire the freehold interest of the EZ in Langthwaite. This will allow for the public sector to take control of this site to ensure early de-risking and enabling works can be delivered directly with the available growth deal funding. Following the approval of further development funding at OBC, & working in partnership with Bradford Council, the CA have appointed a contractor to work alongside the public sector to deliver enabling works and a new highway/access point at Pary Lane EZ. Detailed designs and cost plans are being developed, an FBC+ is due to be submitted in July 2020 with (subject to approvals) works on site due to commence in summer 2020.
Enabling inclusive growth			
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		Local Industrial Strategy (LIS) evidence-building, position development and consultation/engagement is complete. The draft has been revisited to reflect the confirmed geography and will also include commitments made as part of the devolution deal. Submission was originally delayed following delays in confirming geography, and EU Exit and Devolution impacting ability to engage with government on planned timescales. Submission now planned for summer 2020, but likely to be delayed again as government reviews economic strategy in the light of COVID19. SEF in development and will reflect devolution priorities, in tandem with LIS.
Deliver an enhanced model of employability, enterprise and careers education to disadvantaged young people	18,000	18,606	
Enable 1,000 businesses to engage with education and skills initiatives, with 800 supported to offer apprenticeships	1,000	1,350 (467)	The total business engagement annual target has been achieved. Four final AGE grants were awarded this month; the programme is now closed. The current flux in apprenticeship policy continues to make an impact in Q4 and Covid19 will have additional implications over the coming months and therefore impact on achievement of this KPI.
Connect 5,277 homes and businesses in our City Region to super-fast broadband	5,277	5623	The project achieved its contractual end of Q4 2019/20 target of premises having access to superfast broadband (>30Mbps download), and it is on target for Q1 2020/21 despite impact of COVID19.
Provide accessible transport services for 5,000 people with personalised transport needs	5000 active passengers	4865 active passengers	Figures up to early March 2020, prior to Government lockdown response to COVID19 before vehicles were re-purposed to support COVID19 impact
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		Early indications show we are on track to achieve the targeted number of pupils and young people, up to early March 2020 prior to Government lockdown response to COVID19
Delivering 21st Century transport			
Invest £80 million from our Growth Deal in improvements to bus, road and rail travel	£60,000,000	Forecast: £45.66m	The forecast for the year is now £45.66m. Spend and forecast are low for the year but mitigating action is being taken to ensure improved spend in 2020/2021.
Continue developing the bus alliance with operators to deliver better and affordable services for passengers	100%	100%	Through the Bus Alliance we are delivering 'a Fare Deal for young people', a shared ticketing agreement for customers to use any operator regardless of ticket during times of adverse conditions, cleaner buses whereby almost 500 buses will have been converted to Euro VI, a customer charter to set common standards for customers across each operator, service standards for the core bus network across West Yorkshire and enabling Daysaver products to be purchased on the MCard app.
Develop plans to build new railway stations at Elland, Leeds Bradford Airport, White Rose and Thorpe Park, working closely with our partners and local communities	100%	Ongoing	The Outline Business Cases for Elland, White Rose and Leeds Bradford Airport Link have been approved by the Combined Authority and work is underway to progress the full business cases for each station. There have been continued delays with the 4th Outline Business Case for Thorpe Park due to design interfaces with Trans-Pennine Route Upgrade. The Planning application for White Rose was submitted in late 2019 with a determination date in March 2020.
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	Progress has been made by our Partners to deliver major new road schemes. The Glasshoughton Southern Link Road is due to be completed by Spring 2020. The East Leeds Orbital Road has completed Phase 1 and Phase 2 (design works) and the main work package, ELOR Phase 3, has been formally awarded. Phase 1 of the York Outer Ring Road completed in early 2019. There will be delays for future phases of the YORR scheme due to the need to deliver in tandem with the DfT funded dualing scheme.
Continue to influence regional and national transport investment programmes, attracting more investment to our region	Ongoing throughout 2019/20		Examples of successful bids include from the Highways Maintenance Challenge Fund, Access for All and £317m from Transforming Cities Fund.
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		Subject to delays resulting from the COVID19 pandemic, a new MCard smart phone app will be available for use by September 2020. This will help to accelerate the move away from cash, will reduce bus stop dwell times and will allow people to purchase MCard products without the need to obtain a smart card.
Increase sales of MCard by 5 per cent, resulting in over £34 million worth of MCards being purchased over the year	£34,000,000	£31,560,652	The MCard product range continues to retain market share as a premium travel product. However, with the impact of Covid-19, the target levels of sales have not been achieved in 2019/20.
Supporting clean growth			
Enable 750 households to be warmer, save money and become more energy efficient through our Better Homes Yorkshire programme	750	1041	
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	7	7 schemes are either complete or in delivery, one further scheme has been awarded funding for development costs, and a further scheme is expected to come forward during 2020/21
Provide sustainable travel advice to businesses, recruiting an additional 96 employer members to our Travel Plan Network	96	76	Due to resource issues in the team, this target was not achieved by 31 March 2020. However, recruitment is underway so it is expected that more businesses will be supported in 2021 when the team is back to full capacity.
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	67	Delay to the commencement of the Resource Efficient Business Programme (REBz) has caused this target to not be achieved. However, there is a waiting list of businesses to complete an energy assessment and these commenced in April 2020. Further delays may be caused by the impact of COVID19.
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	30 installations	30 sites are now live for the public, and a further 15 are awaiting power connections. Site work has stopped since the COVID19 restrictions commenced, but design and approvals work is continuing. OLEV has accepted that it is not possible to set a new funding deadline until the restrictions have been lifted.
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		The main strategy is to deliver the new net zero carbon target is the City Region's Energy Strategy and Delivery Plan. Of the 39 projects within the Delivery Plan, 20 are underway or completed, 13 are stalled and 6 are pending. Delivered work this year include: Science-based targets established in Q1, followed by extensive stakeholder engagement culminating in a series of sector workshops, the creation of the Climate Coalition and the setting of the target in early-July. Our corporate clean growth policy and action plan were endorsed by the CA in October. Held sessions with local authority partners to agree a series of collaborative climate emergency projects (and secured £100k to support this work). Commissioned a comprehensive emission reduction pathway study to support the work of the existing Energy Strategy (ES) and to determine how to meet the new net zero carbon 2030 and 2038 targets. This work is currently ongoing and expected to be completed by July 2020. Secured funding in commission a carbon impacts study to strengthen the Combined Authority's decision making in light of the climate emergency. Secured £6m to create REBz that will support SMEs identify and implement cost effective improvements in energy and resource efficiency. Set out our regional ambitions at the Northern Powerhouse's Energy and Clean Growth Conference (exhibitions and talks). Commissioned work to explore how we accelerate the roll out of energy efficiency programmes, building on the Better Homes Yorkshire programme. The Energy Accelerator is providing a range of project development support to 14 low carbon projects. A range of projects continue to be delivered through the Travel Plan Network and City Connect.
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		Science-based targets established in Q1, followed by extensive stakeholder engagement culminating in a series of sector workshops, the creation of the Climate Coalition and the setting of the target in early-July. Our corporate clean growth policy and action plan were endorsed by the CA in October. Held sessions with local authority partners to agree a series of collaborative climate emergency projects (and secured £100k to support this work). Commissioned a comprehensive emission reduction pathway study to support the work of the existing Energy Strategy and to determine how to meet the new net zero carbon 2030 and 2038 targets. Secured funding to commission a carbon impacts study to strengthen the combined Authorities decision making in light of the climate emergency. Secured £6m to create REBz that will support SMEs identify and implement cost effective improvements in energy and resource efficiency. Set out our regional ambitions at the Northern Powerhouse's Energy and Clean Growth Conference (exhibitions and talks). The Energy Accelerator is working with 15 low carbon projects that will result in approx. 25000 tCO2 saved annually. Developing a domestic energy efficiency scaling up study. Better Homes Yorkshire has delivered energy efficiency improvements in over 1000 homes in 19/20.

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West Yorkshire Combined Authority - Summary

Title	(A)	(B)	(B) / (A)	Appendix 2
	Original Budget 2019/20 £	Final Outturn (Unaudited) Actual £	%	February Forecast 2019/20 £
<u>Expenditure</u>				
Salary & Pay Related Costs	23,574,623	21,069,025	89.4%	20,743,106
Indirect Employee Related Costs	385,450	454,320	117.9%	376,255
Premises Related Costs	6,249,646	7,008,331	112.1%	6,776,016
Travel, Transport & Subsistence Related Costs	121,662	154,881	127.3%	149,679
Member Related Costs	219,000	203,643	93.0%	152,000
Office Supplies & Services	544,573	720,657	132.3%	646,303
ICT & Telephony Costs	2,614,132	2,242,441	85.8%	2,659,937
Professional & Consultancy Fees	2,196,070	2,718,492	123.8%	3,481,442
Marketing & PR Costs	2,079,896	1,382,052	66.4%	2,528,402
Insurance	304,900	308,204	101.1%	382,900
				0
Operator Payments (Transport)	25,601,325	26,137,686	102.1%	25,556,000
Pre Paid Ticket Cost	34,125,000	32,504,355	95.3%	34,125,000
Concessions	56,446,802	55,261,422	97.9%	55,657,492
Additional Pension Costs	2,301,600	2,185,195	94.9%	2,213,100
Financing Charges	5,465,000	3,929,585	71.9%	4,754,000
				0
Grants	2,337,597	1,694,465	72.5%	2,427,542
Other Miscellaneous Costs	5,080,894	3,132,480	61.7%	2,414,358
				0
Contribution to External / Related Parties	326,912	344,237	105.3%	383,199
				0
Additional Savings Target	(1,046,619)	0	0.0%	0
Contingency	0	0	0.0%	250,000
Total Expenditure	168,928,463	161,451,471	95.6%	165,676,730
<u>Income</u>				
Rail Admin Grant	(878,000)	(878,000)	100.0%	(878,000)
LEP General Funding Income	(1,234,000)	(1,487,580)	120.5%	(1,234,000)
Growing Places Fund Interest	(300,000)	(652,789)	217.6%	(500,000)
Enterprise Zone Receipts	(1,958,320)	(2,380,629)	121.6%	(2,307,000)
Transport Levy	(93,198,000)	(93,198,000)	100.0%	(93,198,000)
Bus Service Operator Grant (BSOG)	(2,063,592)	(2,063,592)	100.0%	(2,060,000)
Education Contribution to Transport	(6,768,000)	(7,078,343)	104.6%	(6,708,000)
Bus Station Tenant Income	(1,713,725)	(1,373,931)	80.2%	(1,592,705)
Bus Station / Services - Other Income	(2,758,297)	(2,744,718)	99.5%	(3,209,657)
Admin Recharges	(2,485,223)	(2,886,482)	116.1%	(2,453,914)
Capitalisation of Revenue Costs	(7,740,378)	(6,593,352)	85.2%	(7,150,107)
Pre Paid Ticket Income	(34,125,000)	(32,504,354)	95.3%	(34,125,000)
Other Income	(12,507,279)	(8,935,203)	71.4%	(10,590,785)
Total Income	(167,729,814)	(162,776,973)	97.0%	(166,007,168)
Net Expenditure	1,198,649	(1,325,502)	-110.6%	(330,437)

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Report to: Overview and Scrutiny Committee

Date: 10 July 2020

Subject: **COVID-19 Economic Response and Recovery**

Director: Brian Archer, Director of Economic Services

Author: Henry Rigg, Alex Clarke, Ian Smyth

1. Purpose of this report

- 1.1 Outline the progress on the delivery and development of products and services in response to the COVID-19 crisis.
- 1.2 Provide an update on the progress of the Economic Recovery Board.
- 1.3 Due to the fast-moving nature of this agenda item, verbal updates will also be given at the meeting.

2. Information

Background

- 2.1 The full implications of COVID-19 on the region and its economy are still to be understood. However, it is already clear that it will have a significant long-term impact. At a city region level, work is taking place both to support the immediate response and to begin to develop what might be required in recovery. This paper contains details on both of these elements.
- 2.2 Although it is too soon to define what will happen to the economy over the coming months, our response work and recovery planning to date has responded to significant evidence and intelligence gathered on a number of important issues being collected and collated in a weekly published monitoring report. Key issues raised to date include:
 - Cash flow and immediate access to finance
 - Implications for employment, self-employment and the skills system, with particular links to the furlough situation moving forward
 - Lockdown issues related to output and activity

- Supply chains and particularly the need for PPE and other medical equipment and services
- Safe return to work as some lockdown measures are eased
- Pressures for the transport system and on town/city centres

2.3 The longer-term planning for recovery is being overseen by a new West Yorkshire Economic Recovery Board, which is a working group of the West Yorkshire Combined Authority and brings together the region's local authority leaders with representatives from key partnerships and stakeholders. At their first meeting on 30 April 2020, the Board agreed a strategic vision for recovery with three priorities:

1. developing resilient and thriving businesses, boosted by innovation, high skills and entrepreneurialism;
2. developing an inclusive economy that provides people with a decent standard of living;
3. promoting environmental sustainability in all parts of the region.

2.4 At its meeting on 28 May, the Board confirmed its areas of focus as:

- Business, Innovation and Trade
- Employment and Skills
- Inclusive Growth
- Environment and Carbon
- Infrastructure and Capital Projects

The plan will align with, but not duplicate, local plans being developed by Councils, as well as the Transport Recovery Plan being led by Transport Committee and other regional plans e.g. health. (see paragraph 2.20).

Response to COVID-19

2.5 The Combined Authority/LEP continues to see an increase in demand from businesses and individuals resulting from the COVID-19 crisis. For example, the Growth Service (renamed Business Support Service) dealt with over 3,000 enquiries from businesses in the period from the end of March 2020 through to mid-May 2020 (an 80% increase on the corresponding period of the previous year). In the last few weeks, the volume of enquiries has slowed down which can be partly attributed to the introduction of new and amended products and services from the LEP/Combined Authority, Local Authorities and the Government. These include the rates-related grants from the Local Authorities, the Bounce Back Business Loans and the range of webinars, and other on-line support, on such issues as contingency planning, safe/secure home-working, cashflow management and return to work measures.

2.6 In addition to the above, the team of 21 SME Growth Managers (funded by the Combined Authority/LEP as part of the Business Support Service delivery model) continue to support their own circa 1500 SME clients. This has included providing intensive support to over 500 businesses in the first two months of 2020/21, which is 50% of their collective annual target. The Growth Managers have also supported their Local Authorities to distribute the business rates related grants across the City Region. At the time of writing

(early June 2020), the Local Authorities of West Yorkshire have delivered almost £450m of the grants to over 34,000 businesses, accounting for over 90% of those eligible. Their considerable efforts and success in getting the much-needed support to so many firms so quickly has been well-recognised by the business support community across the region and within Government.

- 2.7 Again at the time of writing (early June 2020), the Local Authorities have all recently launched their discretionary grants schemes to provide funding of up to a maximum of £10,000 for those small businesses (under 50 staff) that did not meet the criteria of the original scheme. Each Local Authority has been given an additional 5% of their initial allocations and have introduced schemes to support those firms that have fixed property-related costs, but do not pay business rates directly to councils.
- 2.8 The Combined Authority/LEP has worked closely with the Local Authorities across the sub-region to co-design the schemes, which has facilitated a good level of consistency for West Yorkshire. For example, all the district schemes are capped at £10,000 and there is a focus on supporting tenants of shared business centres/managed workspace with their fixed property costs from between March and September 2020. Support for private day nurseries is also being prioritised by several districts, alongside support for firms that supply to the retail, leisure and hospitality sectors.
- 2.9 The free coaching support for small firms introduced as an immediate response to the high volume of business owners needing some initial guidance has now come to an end. Almost 40 businesses accessed help with contingency planning from local private sector specialists, and the feedback from both businesses and coaches has been extremely positive. The Combined Authority/LEP is now hopeful of accessing some additional Government funding to expand and formalise the scheme. This could involve the allocation of vouchers that businesses can redeem with private sector experts to assist with financial and risk planning, legal issues, HR issues or safe return to work.
- 2.10 A number of the current products delivered by the Combined Authority/LEP's Business Support team have been adapted to meet the current situation, and to reach a larger audience of SMEs. This includes the expansion of the Strategic Business Growth project to provide additional intensive support for the 400 high growth firms supported to date, as well as a number of resilience and recovery webinars that have been available to all businesses. In addition, the current Investment Readiness project has also moved a large proportion of its delivery to on-line, with new webinars focussed on access to finance, including how to access the various finance products available to ease with cashflow challenges, how to present strong business cases and investment propositions, and how to embed robust financial management. To date, over 25 new webinars have been delivered with almost 250 businesses participating, including 80 that are new to the programme. Feedback from businesses has been very positive so far. A TV And Film Development Fund was established using the Creative Industries Opportunity Programme and launched in partnership with Screen Yorkshire and has seen over 50 applications for grants of between £2,500 and £25,000.

- 2.11 It is also important to stress that the wide range of products and services available to businesses in the City Region are still being accessed, with almost 30 applications for capital grants related to business expansions and resource efficiency having come forward since late March 2020. In addition, applications for grant support from businesses seriously affected by the floods in early 2020 are also now being submitted for appraisal (three from Calderdale approved at the time or writing to a value of circa £200,000). Furthermore, guidance and funding for businesses related to innovation, productivity, sustainable travel planning (including active travel) and skills development, continues.
- 2.12 The LEP continues to engage with over 30 of the region's largest organisations to protect employment and operations in the COVID-19 crisis. This is providing a useful conduit for gathering intelligence on likely economic shocks and challenges. It is also proving useful in terms of assessing how the Government's emergency measures are working and how businesses are recovering as lockdown begins to lift. Prominent trends being discussed at the moment include: measures being taken to facilitate active travel and allow employees to return to work, the technical aspects of the furlough scheme as it evolves and how businesses are considering the legal practicalities surrounding the Government guideline on providing a safe working environment for employees.

PPE and Healthcare Supply Chain

- 2.13 In partnership with Local Authorities (through Growth Managers and the Employment Hubs), the University of Huddersfield's Supply Chain programme, Medilink, the Department for International Trade and the Textiles Centre of Excellence, the Combined Authority/ LEP has established a programme of support for City Region businesses that want to manufacture and/or supply healthcare products into the NHS, social care sector and other emergency services. This includes Personal Protective Equipment (PPE) and other essential products and equipment, such as ventilators, mattresses, and sanitisers.
- 2.14 The above is being complemented by a ringfenced capital grant budget of £3m from the Business Growth Programme that, to date, has been utilised by City Region businesses to support the supply of parts for a major ventilator order from the NHS, a new sanitiser product for health and social care settings and the supply of over 12,000 mattresses to healthcare settings across the UK. Other significant applications are in the pipeline, including one for a huge number of surgical gowns, and the aim of this work is to build a more resilient and sustainable supply chain for healthcare products capable of serving health and social care providers in West Yorkshire and across the country.
- 2.15 The Combined Authority/LEP has also established an access point and gateway for businesses in West Yorkshire, and further afield, interested in supplying PPE products. The service is also working closely with procurers in the health and social care sectors, and with the Yorkshire Purchasing Organisation (YPO), to directly link supply and demand. To date, 97

businesses have contacted the gateway, with 31 being referred directly to senior procurement leads in the NHS and Local Authorities, over 60 to the YPO and the others accessing support from the partners referenced above to get them into stronger positions to supply the products. Further information, including the detailed specifications for PPE products, can be found at : - <https://www.the-lep.com/business-support/personal-protective-equipment-ppe/>

- 2.16 The LEP continues to lead the Yorkshire and Humber Growth Hub Cluster, which involves coordinating activity, and capturing and reporting intelligence, across the wider region on the business impacts of COVID-19. A cluster coordinator will shortly be appointed to formalise and drive forward the collaboration, and to identify and implement business support interventions across the region with the recently received uplift funding from the Government. Although modest in volume, this funding will add value to current delivery and regional models for work on the food and drink sector, business start-up and the visitor economy are being explored.

Employment and Skills support

- 2.17 Despite the redundancies being caused by COVID-19, there remain a wide range of job vacancies available within Leeds City Region in sectors like social care which has long faced challenges recruiting and in businesses that are striving to keep up with the new demands and challenges brought to them since the global pandemic hit the UK in February 2020.

In response to this, the existing part-ESF funded Employment Hub programme delivered by the Combined Authority along with LA partners, has been swiftly adapted to match jobseekers to opportunities across the region and expand its support for businesses. In April, the service re-launched to offer new job seekers and businesses free impartial support with employment brokerage.

More information and online enquiry forms can be found for businesses at the-lep.com/employment-hub and jobseekers at futuregoals.co.uk/careers-support

At the time of writing (3 June), we have received enquiries from 186 individuals and 16 businesses. We anticipate that demand may increase, particularly if – as expected – redundancies rise when the Government's Job Retention Scheme (furlough) comes to an end.

- 2.18 The Combined Authority's adult re-training programme, [re]boot, is part-funded through European Social Fund (ESF). [re]boot enables working adults (post 18) the chance to upskill, gain new skills/qualifications and improve their employment options particularly within key regional sectors, focused on construction, digital, manufacturing & engineering and the creative sector. <https://futuregoals.co.uk/lep-skills-support-during-lockdown/>

In response to COVID-19 partners have so far developed 11 different and imaginative online courses that will be promoted to individuals who are currently being furloughed or looking for an opportunity to re-train. All courses

are delivered through West Yorkshire Consortium of Colleges and Leeds Trinity University. New offers include:

- Digital Data Analysis Incorporating an Introduction to Coding
- Digital Marketing: How to Use Metrics and Analytics
- Boosting Digital Productivity – Collaborative Technology Skills.
- Introduction to Web Development

- 2.19 A series of learning at home careers resources have been developed, aimed at students aged 11 - 18. The resources draw on robust labour market information and focus on the most in-demand skills that employers in the region are looking for. The resources are due to be launched in phases between 8 May - 29 June 2020 and will be promoted through the 180 schools and colleges in our network as well as through a targeted marketing and social media campaign.

FutureGoals Spotlight learning resources, developed in partnership with Burberry, have also been adapted to be digital editable PDFs to respond to the current remote working situation. Updated teacher guidance has also been produced on how students can learn about the breadth of the creative industry in our region from home. <https://futuregoals.co.uk/spotlight/>

West Yorkshire Economic Recovery Plan and Product Development

- 2.20 Although response activity will continue for some time to come, businesses and individuals are rightly looking towards the future and how the economy will recover post-COVID-19. At the regional level, the work of the Economic Recovery Board (see paragraph 2.3) has commenced at pace and in partnership to create an economic recovery plan for West Yorkshire, acknowledging that any plan will need to be updated as further information, intelligence and development of national policy occurs.

- 2.21 The approach for this work is focussed on four-stages:

1. Data and intelligence
2. Scenarios
3. Narratives
4. Products and programmes.

This will result in a set of products and programmes that can be deployed at regional level in each of the five areas of focus identified by the Economic Recovery Board, as well identifying those distinctive areas of regional strength and opportunity where West Yorkshire can work with Government to deliver inclusive and sustainable economic growth.

- 2.22 At their latest meeting on 11 June, the Economic Recovery Board agreed a draft list of the key challenges they are seeking to address in the recovery plan for each of the areas of focus, which will drive proposals for products and programmes:

Business, Innovation and Trade

- Delivering levelling up through increased productivity

- Rescuing and building resilience across strategic regional sectors
- Making supply chains more resilient
- Increasing digital & innovation driven entrepreneurialism

Employment and Skills

- Supporting the unemployed back to work
- Preventing NEETs and high volumes of 16-24 unemployment
- Addressing inequality of access to learning
- Building a strong skills offer for the regional labour market
- Improving skills utilisation in the workplace

Inclusive Growth

- Ensuring wellbeing
- Securing good work and inclusive employment environments
- Delivering relevant, transferable skills for employment and entrepreneurship
- Providing accessibility through public transport and digital connectivity

Environment and Carbon

- Capitalising on positive, climate-friendly behaviour change
- Investing in new low carbon sectors and infrastructure, creating new markets and jobs, and building resilient communities

Infrastructure and Capital projects

- Investing to deliver levelling-up of the North
- Building inclusive communities for successful towns and cities of the future
- Putting people first in the delivery of new homes
- Building the infrastructure that protects and connects both urban and rural communities and businesses.

- 2.23 All committees and panels of the Combined Authority and the LEP are now being asked to consider and contribute to the analysis and interventions being developed to meet each of the challenges identified above. Close contact is also being maintained with Government as the Combined Authority delivers on its role of leading economic recovery planning for West Yorkshire, as recognised in the recent letter from Simon Clarke MP, Minister for Housing Communities and Local Government (see **Appendix 1**).
- 2.24 A comprehensive range of recovery-related products and proposals are being developed to meet the short (rescue), medium (recovery and re-imagining) and long (resilience) term phases needed to build a successful economy. It is important to stress that funding has not been identified for these products at this stage, and it will be critical to balance timely interventions with making the most significant possible impact, particularly as difficult decisions on priorities will need to be made. For example, a number of products are being developed focussed on advice, support and funding for business recovery and safe return to work, support for businesses to innovate and diversify into new markets (domestic and overseas), support to build digital capacity to enable effective remote-working (including cyber security), and a regional model to promote and support enterprise and business start-ups. To support people into work, proposals are being developed that will better signpost jobs and careers,

deliver the skills required for self-employment, support those at risk of redundancy with re-training, reinforce apprenticeship opportunities and support those most in need to access learning.

Transport Response

- 2.25 Following the Prime Minister's announcement on 10 May, steps were taken to restore bus and rail services to support Step 2 of the Government's recovery roadmap which occurred on 1 June. Around 75% of services are now operating, with some bus routes restored to normal frequencies between 0700 and 1900 Monday to Friday. Capacity is however severely constrained by social distancing limitations to around 20% of normal. At the time of writing, demand for public transport is expected to grow following the restart of non-essential retail from 15 June. Communications messages from the Combined Authority have sought to discourage travel by public transport and to warn of the risk of delays to passengers if buses or trains cannot allow people on because they have reached their safe capacity. From 15 June, passengers were required to wear a face covering on buses and trains.
- 2.26 Works have been carried out at Combined Authority operated bus stations, interchanges and bus shelters to reinforce the social distancing advice and to reduce the risk of overcrowding. There was a partial re opening of Bus Station Travel Centres from 15 June. A limited resumption of AccessBus is planned for August however social distancing will significantly constrain the service.
- 2.27 The Combined Authority has also been working with schools to provide transport to support the limited return to school of some year groups. Should social distancing requirements continue to operate in September when a more extensive return of schools and colleges is expected, there will be significant cost and practical implications of increasing transport provision to meet this.
- 2.28 The emergency arrangements for funding bus services as reported to the previous meeting have been extended until August and involve the Combined Authority continuing to pay bus operators for concessionary travel reimbursement at the rates applicable prior to the pandemic with Government paying an emergency grant direct to bus operators and LTAs. The Combined Authority has imposed conditions on its element of funding to ensure an "open book" approach on costs and finance and to ensure the bus service is delivered to meet the needs of the community.
- 2.29 The significant reduction in public transport passenger revenues is expected to continue into the recovery period and will lead to financial pressures for bus operators and the Combined Authority. Cllrs Blake and Groves have written to the Secretary of State seeking a more accountable approach to bus funding during the further phases of the recovery period and discussions continue with the Department for Transport. On rail, the current emergency government funding support ends in August, whilst Northern Rail and LNER will continue to operate under government control, there will be financial uncertainties for all other franchises

- 2.30 On 9 May 2020, the Government announced additional £250m funding to promote works which will support walking and cycling with a first tranche of £45m; the West Yorkshire share of this is £2.513m. In consultation with the Chair and members of Transport Committee, the Combined Authority submitted its proposals to the Department for Transport on 5 June 2020.

Internal organisational update

- 2.31 In terms of the internal organisational response to COVID-19, we are continuing to respond to the situation in line with our incident management and business continuity procedures and are continuing to manage the response through a “gold command” structure.
- 2.32 In terms of business continuity, each of our teams are implementing their existing service level plans to ensure frontline and business critical services continue to operate smoothly. All service areas have also reviewed their business plan priorities to ensure that these reflect any emerging areas of work that will be required to assist in the recovery processes.
- 2.33 Detailed work is also under way to consider the medium and long term financial impacts of the pandemic on the financial health of the Combined Authority. Initial scenario planning highlights a combination of loss of income coupled with increased costs that, continuing over a full year, would create a revenue funding gap of some £12 million. These figures are subject to further review as the landscape changes and further information comes to light but there is as yet no direct support from government for anything other than a small proportion of additional bus costs. It is proposed that forecasts and options are considered by a meeting of the Budget Working Group and a report is also made to the next meeting of the Governance and Audit Committee.
- 2.34 We are continuing to proactively communicate with staff on the latest Government advice through regular emails, a dedicated section on our intranet, Frequently Asked Questions and all-staff webinars. Managers are also receiving more tailored advice on how to support their staff and are being provided with support from HR where required. UNISON is also being kept fully briefed on our actions and approach.
- 2.35 In terms of other measures that continue to be in place to respond to Government guidance these include:
- Ongoing homeworking for all staff who are able to do so (with the vast majority of staff (over 400) now working remotely;
 - Continuing to keep our City Exchange and Wellington House offices closed, apart from essential access;
 - Supporting frontline staff in bus stations to continue with their day to day activities and providing advice on social distancing in addition to physical measures and public information;
 - Holding formal meetings by video call to enable decision making processes to continue; and

- Working with staff to enable people to plan their working time around family/caring responsibilities.

3. Clean Growth Implications

- 3.1 Clean Growth will continue to be supported through the current and new products delivered in response to COVID-19. The reduction in travel and the increased use of ICT to facilitate effective remote working is clearly having a positive impact on the environment. Businesses will continue to be supported to apply innovation and digital technologies to adapt their products and services to meet current and future demand.

4. Inclusive Growth Implications

- 4.1 As part of the current Inclusive Growth framework, any businesses that receive grants from the above products would be required to contribute to Inclusive Growth actions and outcomes via their funding agreements.

5. Financial Implications

- 5.1 New recovery products would require either increased flexibility on the use of current funding streams (e.g. grants awarded for capital investment to be used for working capital, or, the procurement of professional advice with recovery / contingency planning), or new funding altogether.

6. Legal Implications

- 6.1 As above, delivery of some of the proposed products will require contractual approvals from Government, and/or, new funding allocations that would result in new contractual obligations for the Combined Authority.

7. Staffing Implications

- 7.1 Delivery of the products included in the report would require changes to current staff roles and/or additional staff to be recruited.

8. External Consultees

- 8.1 No specific or official external consultations have been undertaken in relation to this report. However, it has been informed by ongoing dialogue and consultation with a wide range of partners, including Local Authorities, Universities and Colleges, Business Representative and Membership Bodies, and direct with some individual businesses.

9. Recommendations

- 9.1 That the Overview and Scrutiny Committee notes the report outlining the response to the COVID-19 crisis.

10. Background Documents

There are no background documents referenced in this report.

11. Appendices

Appendix 1: Letter from Simon Clarke MP, Minister for Housing, Communities and Local Government, to Cllr Susan Hinchcliffe, Leader of West Yorkshire Combined Authority.

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Ministry of Housing, Communities & Local Government

Simon Clarke MP Appendix 1
Minister for Regional Growth and Local Government

Ministry of Housing, Communities and Local Government

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04 June 2020

Cllr Susan Hinchcliffe
Chair, West Yorkshire Combined Authority
Wellington House
40-50 Wellington Street
Leeds
LS1 2DE

Dear Susan,

Thank you for all your engagement to date with Government on the COVID-19 response and preparing for economic recovery. In these difficult times, it is more important than ever that we work closely together to do the best for people, businesses and communities across the country. I know the Prime Minister was pleased to meet with you and the M9 Mayors recently, and we and other Ministers have been grateful for your constructive engagement in a range of fora.

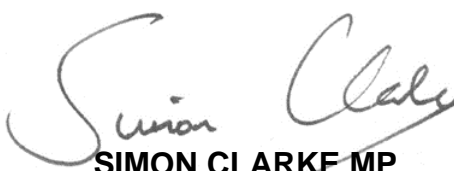
As you discussed with the Prime Minister, an urgent priority now is to work together to restart the economy as we begin gradually to refine the economic and social restrictions. Thank you for sharing your initial ideas and considerations on this matter. Your local leadership, as the Chair of the West Yorkshire Combined Authority, is essential here.

We are therefore clear that we expect the Combined Authority to lead economic recovery planning in your region. We encourage you to continue to develop evidence-led thinking and look forward to seeing how you plan to support recovery over the coming months, working with West Yorkshire Councils, Local Enterprise Partnerships and other local partners.

We also want to learn from your experience to help ensure that our future national approach works for all places. The Economic Recovery Working Group will be one key forum for you to inform our national approach and we encourage you to use it both to reflect M9 priorities and to share information across the M9. This will supplement our continued engagement with you all over the coming months, as we would welcome further discussions on this crucial topic both as a group and bilaterally. At official level, the Cities and Local Growth Unit will also continue to engage your teams on a regular basis.

As the Prime Minister set out in his first speech on taking office, great changes are possible in our towns, cities and regions when local people have more of a say over their own destinies. The huge challenges we now face make this agenda more important than ever. We must level up opportunity across the country and give local people more of a say over the decisions that affect their daily lives. We are determined not just to recover, but to renew our economy and society.

Effecting this kind of change makes a constructive partnership with the M9 and other local leaders across the country all the more crucial. We look forward to working with you through the upcoming White Paper on devolution to deepen this partnership as we look towards recovery and renewal.


SIMON CLARKE MP
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