

## OVERVIEW AND SCRUTINY COMMITTEE

MEETING TO BE HELD REMOTELY AT 11.00 AM ON FRIDAY 13  
NOVEMBER 2020 VIA ZOOM

<https://www.youtube.com/channel/UCazjNSGpqZZT41Vibn2ZK9A/live>

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### A G E N D A

1. **APOLOGIES FOR ABSENCE**
2. **DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**
3. **POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**
4. **MINUTES OF THE MEETING HELD ON 11 SEPTEMBER 2020**  
(Pages 1 - 4)
5. **CHAIR'S UPDATE**  
To receive any verbal updates from the Chair of Overview & Scrutiny.
6. **GOVERNANCE & SCRUTINY WORKING GROUP REPORT**  
To consider findings from the Governance & Scrutiny Working Group including governance reform and a range of options for a new scrutiny model in a mayoral authority and choose a model to recommend to the Combined Authority.  
(Pages 5 - 18)
7. **CORPORATE PLANNING & PERFORMANCE**  
To receive an update on corporate performance since the last meeting – including budget and key performance indicators (KPIs).  
(Pages 19 - 30)
8. **ASSURANCE FRAMEWORK REVIEW 2020**  
To consider the latest draft of the Assurance Framework which must be updated and approved by December 2020 to be compliant with requirements related to mayoral devolution.  
(Pages 31 - 104)
9. **SCRUTINY WORK PROGRAMME**  
To consider the work programme, future agenda items, key decisions and

receive any updates from spokespersons and working group leaders.  
(Pages 105 - 122)

## **10. DATE OF THE NEXT MEETING - 22 JANUARY 2021**

**Signed:**

A handwritten signature in black ink, consisting of the letters 'BSM' in a stylized, cursive font, followed by a horizontal line that extends to the right.

**Managing Director  
West Yorkshire Combined Authority**

## MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD REMOTELY ON FRIDAY 11 SEPTEMBER 2020

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### Present:

Cllr Peter Harrand (Chair)	Leeds City Council
Cllr Stephen Baines	Calderdale Council
Cllr James Baker (Deputy Chair)	Calderdale Council
Cllr Kayleigh Brooks (Sub)	Leeds City Council
Cllr Paul Davies	Kirklees Council
Cllr Stephen Fenton	City of York Council
Cllr Dot Foster	Calderdale Council
Cllr Jacob Goddard	Leeds City Council
Cllr Andrew Hollyer	City of York Council
Cllr David Jones	Wakefield Council
Cllr Rachel Melly	City of York Council
Cllr Sarfraz Nazir	Bradford Council
Cllr Betty Rhodes	Wakefield Council
Cllr Olivia Rowley	Wakefield Council
Cllr Richard Smith	Kirklees Council
Cllr Rosie Watson	Bradford Council
Cllr Geoff Winnard	Bradford Council

### In attendance:

Brian Archer	West Yorkshire Combined Authority
Khaled Berroum	West Yorkshire Combined Authority
Alan Reiss	West Yorkshire Combined Authority
Ben Still	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority

### 1. Apologies for absence

Apologies were received from Councillors Yusra Hussain and Christine Knight. Councillor Kayleigh Brooks attended as a substitute on behalf of Councillor Knight.

### 2. Declarations of Disclosable Pecuniary Interests

There were no declarations of disclosable pecuniary interests.

### 3. Possible exclusion of the press and public

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

#### **4. Minutes of the meeting held on 10 July 2020**

Under matters arising, a member raised some issues with school bus services, including concerns over social distancing measures due to overcrowding. The Committee was told that local authorities were coordinating and seeking to run extra services, including duplicate services, and dedicated school buses where possible – which would require additional funding from government. A more detailed update can be provided to members as matters progress.

##### **Resolved:**

- i) That the minutes of the last meeting held on 10 July 2020 be approved.
- ii) That an update on school bus service overcrowding be provided to members.

#### **5. Mayoral devolution – consultation outcomes and next steps**

The Committee noted a report of the Director of Policy, Strategy and Communications which presented the outcome of the public consultation on the Scheme and a summary of the response to be submitted to the Secretary of State on the consultation's findings.

No amendments were made to the Scheme as a result of the consultation, but some additional contributions from partner councils would be submitted alongside the consultation results.

Following questions and discussion, the Committee noted that:

- The feedback from ward councillors in their own authorities was generally supportive of the Scheme with some reservations on key issues such as accountability of the mayor.
- Leeds passed a cross party motion ensuring that mayor cannot act alone on spatial planning matters and that each council be able to 'veto' spatial planning decisions which pertain to them – though this was already a component of the devolution scheme.
- Although it was the highest response rate of any combined authority so far, public engagement and awareness of the Combined Authority remains low – especially on the financial consequences of an additional mayoral precept.
- The response rate from 'digitally disconnected' people appeared low despite an external firm being appointed to reach out to digitally disconnected people in the pandemic.

##### **Resolved:**

- i) That the report be noted.

- ii) That a note outlining some of the difficulties around reaching digitally disconnected people be provided to members.
- iii) That a note outlining all the Yorkshire wide organisations, boards and groups the Combined Authority is involved in be provided to members.

## **6. COVID-19 economic recovery and analysis**

The Committee considered a report of the Director of Economic Services providing the latest economic and business intelligence on the impact of COVID-19, an update on delivery and development of products/services in response to COVID-19 and the West Yorkshire Economic Recovery Plan.

Following questions and discussion, the Committee noted that:

- The prospect of Brexit has reignited some challenges for local businesses with the most common being finances, supply chains and legal/staffing issues.
- Access to finance continues to be an issue for business throughout the pandemic. Although the authority cannot provide more funding to businesses than the government has provided, it has been able to help and support the economy where it can; advice to businesses, matching graduates looking for work to the needs of companies and continuing to pursue inward investment opportunities. It is also part of the LEP's role to connect businesses with existing business support across the region, e.g. Chamber of Commerce.
- Local authority and LEP business advisors have done a very good job in difficult circumstances during the pandemic to support businesses through it.
- 340,000 people in West Yorkshire are currently furloughed and national schemes are expected to end in October. The unemployment rate has slowly increased and is expected to increase further after furlough scheme ends.
- The situation for graduates is looking increasingly challenging and student graduate retention is a large part of the region's economic and social profile. Analysis could be done to see the effect on graduates in the region.
- Entrepreneurship is one of the focuses of the economic recovery strategy with funding ringfenced for start ups and graduate support. Emphasis in training and 'kickstarter' programmes to ensure that they lead to employment.
- The negatives of the pandemic have created some positivity in that people are rediscovering their local economies and innovating in how they deliver business services and sell products. Local markets have benefited, and the use of home deliveries has helped others compete better.
- Although most of the focus has been on weathering and recovering from COVID, there is an opportunity for authorities to work together to support more local 'community economies' in procurement, supply chains and services in the post-COVID world. No additional funding or powers are necessary, only regional coordination and conscious mutual support.

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

## **7. Corporate planning and performance**

The Committee considered a report of the Director of Corporate Services presenting the current position on corporate performance including progress against corporate plan priorities, risk management and budget position.

Following questions and discussion, the Committee noted that:

- The risk register was updated since the last meeting to make COVID-19 related risks and issues clearer on the register.
- There has been little progress in discussions with government on the future of the bus industry and funding issue it is causing for the Combined Authority.
- This is on the hardest budgets the authority has had to set with Brexit, COVID-19 and new mayoral funding all arriving at once.
- Business planning will be limited with the election of the mayor in mind. There will be a clearer picture as the election process progresses, so that the authority can better assess what any successful candidate's priorities might be.
- Work is ongoing to manage the expected integration of staff from the Office of the Police & Crime Commissioner.
- The refurbishment of Wellington House is still underway and the plans include office space for the Mayor and their expected team, in space previously earmarked for the Chair of the Combined Authority.

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

## **8. Scrutiny Work Programme 2020/21**

The Committee considered a report of the Scrutiny Officer outlining the 2020/21 Work Programme and received verbal updates from working group leaders.

Working group leaders updated the Committee verbally on their group's work. Governance & Scrutiny working group expect to submit a report presenting different options for scrutiny going forward at the next committee meeting and the Finances & Corporate Working Group has begun planning their next few sessions, starting with the Assurance Framework.

**Resolved:**

- i) That the work programme be noted.
- ii) That the working group updates be noted.
- iii) That the forward plan of upcoming key decisions be noted.

## **9. Date of the next meeting – 22 January 2021**



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<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date:</b>	13 November 2020
<b>Subject:</b>	<b>Governance &amp; Scrutiny Working Group</b>

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<b>Director:</b>	Angela Taylor, Director of Corporate Services
<b>Author:</b>	Khaled Berroum, Scrutiny Officer

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## 1. Purpose of this item

- 1.1 To consider one of three possible models for scrutiny to recommend.
- 1.2 To note some early ideas on methods for scrutinising a mayor directly.
- 1.3 To consider recommendations regarding a governance review.

## 2. Information

### Background

- 2.1 At its 11 July 2020 meeting, the Committee appointed a *Governance & Scrutiny Working Group* to 'provide input into and make recommendations regarding a new governance structure and new scrutiny arrangements'.
- 2.2 The members of the working group are Councillors James Baker (Lead Member), Dot Foster, Andrew Hollyer, Yusra Hussain and David Jones. Cllr Harrand also attended some sessions.
- 2.3 The working group met four times between mid-September and late-October. The group analysed the Combined Authority's current governance structure and its history, looked at other mayoral combined authorities' scrutiny arrangements, discussed the main challenges scrutiny currently faces and what new challenges are expected with an expanded mayoral authority.
- 2.4 Issues discussed included greater training and support for members, member and chair role profiles, report formats including independent analysis and summaries, possible pre meetings for question planning, greater pre-decision scrutiny of key decisions/projects, the number (and role) of scrutiny officers,

engagement with the public and stakeholders, and efficient use of working groups and spokespersons for overview.

### Scrutiny models

- 2.5 Before more detailed solutions and systems could be determined, the working group agreed that a new model and structure for scrutiny must first be devised and agreed.
- 2.6 In general, there was a consensus that any new combined authority scrutiny model will almost certainly need more resources and support staff, a higher public profile to better engage with the public/stakeholders and a more focused purpose that does not duplicate scrutiny-like work currently undertaken by other committees and advisory panels
- 2.7 The working group considered how scrutiny operates in other regional authorities including Greater Manchester and Greater London and also considered the differences between local scrutiny models and methods and what might work at a regional level and a much wider geography and strategic model. Parliamentary and Assembly select committees were also taken into consideration.
- 2.8 There are three options presented in greater detail, along with summarised advantages and disadvantages of each option, in **Appendix 1**. The three options are:
  1. **Option 1 – one enhanced select committee:** A single committee (supported by permanent sub-groups focusing on certain areas such as pre decision scrutiny of key projects, public engagement and reviews) operating in ‘select committee style’ with a wider term of reference, greater operational resources, and significantly enhanced role profiles for scrutiny members and officers to support a more pro-active, ‘big picture’ and strategic approach to scrutiny.
  2. **Option 2 – three committees divided thematically:** Three co-equal committees each shadowing one of the main functions, directorates and committees of the Combined Authority in a more reactive, focused approach; one to look at economic policy/services/functions, one on transport policy/services/functions and one more generalist one to cover all other matters, incl. strategic (mayors plan), police and corporate issues. Each of these committees will also still be able to form subgroups and do reviews etc.
  3. **Option 3 – two committees divided by function:** Two co-equal committees operating within a binary system where the overview (monitoring, reactive) and scrutiny (focused but proactive) parts are undertaken separately by different committees allowing chairs, members and officers with particular experience to focus more closely on particular types of scrutiny which require different skills. Each of



these committees will also still be able to form subgroups and do reviews etc.

- 2.9 It is suggested that, after the Committee chooses a model to recommend, further work is done by member volunteers in a workshop setting to identify more detailed operational changes to scrutiny and an implementation plan – incorporating solutions on the issues mentioned in paragraphs 2.4 and 2.6. **This report would be brought back to a future meeting.**

#### Scrutiny of the mayor and regional scrutiny cooperation/member engagement

- 2.10 The working group also looked at how mayors in other areas are held to account and scrutinised directly. An overview of ‘lessons learned’ from ‘mayors question time’ in other combined authority areas and some early ideas for West Yorkshire is attached at **Appendix 2**. It is suggested these ideas be expanded upon in the future implementation report mentioned in paragraph 2.9.
- 2.11 One other area of interest is how local authority and combined authority scrutiny can cooperate on a regional level. It is well understood that the strategic nature of the combined authority has posed challenges to scrutiny that is modelled on local authority scrutiny. The working group investigated the possibility of a regional arrangement that seeks to foster cooperation between local and combined authority scrutiny to ensure that scrutiny is being done at the ‘right level’. Ideas were shared with local scrutiny chairs and their comments are still being awaited.

#### Governance Review

- 2.12 The working group also considered the current governance structure and the possibility of governance reform as they found that it was not possible to review the effectiveness of scrutiny arrangements without also considering governance.
- 2.13 The working group’s view was that scrutiny is a fundamental part of any efficient and equitable governance structure and decision-making process and that the way that the current governance structure works means that a lot of ‘small-s scrutiny’ work is undertaken by ‘competing’ committees (such as Transport and its district sub-committees) and ‘expert’ panels (such as the advisory panels and a number of informal working groups).
- 2.14 It is understood that, following the approval of the Mayoral Order by all constituent councils, there will likely be two phases of governance work. The first phase is ensuring that current arrangements allow for the exercise of new *non-mayoral* functions which the authority will be able to exercise after the Order is approved (expected in early 2021). The second phase is the formation of the new constitution which will outline how all new powers/functions will be exercised, including mayoral-only functions, which only become exercisable upon the election of the mayor in May 2021. The first phase must be completed by the time the Order is laid before parliament and

the second phase (constitution) will be approved at the annual meeting in June 2021.

- 2.15 Ideally, the working group would have liked to see the authority take a clean slate approach and design a new governance structure for the mayoral era that took into account the new organisation's needs without consideration of any 'legacy' governance arrangements which had historically been carried over from previous iterations of the organisation. Any re-design would also ideally take into account the potential of any streamlining and further efficiencies in decision making processes and structures.
- 2.16 However, the working group also recognised that this is not an easy task to accomplish in the time available, with less than a few months to the 'purdah' pre-election period. There are many challenges involved in reforming the current structure including political sensitivities and a requirement to revisit the previously agreed shared structure arrangements with the Local Enterprise Partnership (LEP). There was also the question of whether the directly mayor should be involved in helping shape new governance structure.
- 2.17 Consequently, the working group suggests a full review take place, possibly with the involvement of the new mayor and scrutiny and the Committee take an interest in the formation of the constitution prior to that.

### **3. Financial Implications**

- 3.1 All three options require greater investment and resources to be committed to scrutiny in future when the authority's functions and responsibilities expand. Although exact figures are yet to be determined, it is understood that the greater the number of scrutiny committees the greater the investment and staff required.
- 3.2 Resource decisions are considered as part of the annual budget setting and business planning process, which is overseen by combined authority members through a budget working group and approved by the Combined Authority in a public meeting.

### **4. Legal Implications**

- 4.1 Options 2 and 3 constitute changes to the current formal governance structure and will require explicit approval from the West Yorkshire Combined Authority before they can be implemented. This would require a further report to be made to the Combined Authority setting out a recommendation.
- 4.2 Option 1's structure does not require direct approval to implement as it retains a single committee that merely exercises its duties in a different way, although the name change would constitute a minor technical change requiring approval from the Combined Authority at an appropriate time.

- 4.3 Other changes to resourcing and staffing (for all options) would also require approval through the relevant decision-making processes and by the Combined Authority. Further information in 3.2 above.
- 4.4 Regardless of the model chosen, the number of committees or what they are named, every committee will be regarded legally as an ‘overview and scrutiny committee’ and subject to all statutory regulations on such committees. For combined authority scrutiny, these are (amongst others):
- Scrutiny committees must be proportionally politically balanced based on the most recent election results, across West Yorkshire as a whole
  - Scrutiny committees cannot be chaired by a member from the same party as the elected mayor
  - That a quorum of two-thirds of members must be present for a meeting to go ahead and make decisions (recommendations, call in, reports)
- 4.5 All three options are compliant with existing legislation and guidance on scrutiny. Technically speaking, regarding Option 3, all appointed scrutiny committees are ‘overview *and* scrutiny’ committees, but in practice committees can choose to focus on particular issues and/or divide duties between themselves through terms of reference and other agreements.
- 4.6 Scrutiny of policing and all Police & Crime Commissioner functions falls under the statutory responsibility of the existing Police & Crime Panel which will come under the Mayoral Combined Authority’s purview.

## **5. Staffing Implications**

- 5.1 All three options require additional staffing resources to be dedicated to better support scrutiny of the widely expanded mayoral combined authority, mayor and all new powers, functions and responsibilities. The greater the number of committees, the greater the staff required. Although Option 1 retains one committee, the additional work generated and functions to be overseen would still require further staff than at present. The process for securing staffing changes is outlined in paragraph 3.2 above.

## **6. External Consultees**

- 6.1 The chairs of relevant scrutiny committees in the partner authorities were informally consulted on how combined authority and local scrutiny can best cooperate at a regional level in future and how ward councillors can best engage with combined authority scrutiny. These comments are still being awaited and the Committee will be updated at a future meeting on any comments received from local scrutiny chairs.

## **7. Recommendations**

- 7.1 That the Overview and Scrutiny Committee choose which of the three options outlined in **Appendix 1** be recommended to the Combined Authority as a model for scrutiny going forward.

- 7.2 That a second report be submitted to a future meeting outlining a trackable action plan to implement the chosen model and that a workshop open to all members be arranged to help form ideas for this report.
- 7.3 That the chosen model be revisited within 18 months (by May 2022) with an option to activate this follow up review earlier than that if necessary.
- 7.4 That scrutiny consider the new constitution prior to its approval.
- 7.5 That a review of governance be undertaken, if possible with the involvement of scrutiny and the mayor, and that this topic be added to the Committee's work programme for 2021/22 if not completed by then.

## **8. Background Documents**

None.

## **9. Appendices**

Appendix 1 – Options for scrutiny (3 potential models)

Appendix 2 – Ideas on directly scrutinising the mayor

## Options – Scrutiny models for a Mayoral Combined Authority

	<b>Option 1 – ‘Consolidation’ Enhanced select committee system</b>	<b>Option 2 – ‘Expansion’ Multiple thematic committees</b>	<b>Option 3 – ‘Innovation’ Two committees divided by function</b>
<b>Summary</b>	<b>A single ‘select’ committee with a wider term of reference, greater operational resources, and significantly enhanced role profiles for scrutiny members and officers to support a more pro-active and strategic approach to scrutiny.</b>	<b>Three co-equal committees each with a focus on the two main functions of the Combined Authority (economic growth and transport authority) and one more generalist to cover all other matters, incl. strategic and corporate issues.</b>	<b>Two co-equal committees operating within a binary system where the overview (monitoring, reactive) and scrutiny (focused, proactive) parts are undertaken separately by different committees, chairs, members and officers.</b>
<b>Number of committees</b>	One (with sub-groups)	Three (Corporate, Economy, Transport – each with their own sub-groups)	Two (Separate Overview and Scrutiny – each with their own sub-groups)
<b>Suggested names</b>	West Yorkshire Select Committee	1. Corporate Scrutiny Committee 2. Economy Scrutiny Committee 3. Transport Scrutiny Committee	1. Overview Committee 2. Scrutiny (OR Select) Committee
<b>No. of meetings<sup>1</sup></b>	Bimonthly – current (6 total) OR Monthly – apart from May, June, and August (9 total)	Bimonthly (6 each, 18 total) OR Monthly – apart from May, June and August (27 total)	Overview, quarterly + mayors meeting (5) Scrutiny, bimonthly (6) OR Both bimonthly or monthly
<b>Number of scrutiny members<sup>2</sup></b>	36 (18 members plus 18 substitutes)	108 (54 members plus 54 substitutes; 18 members per committee)	72 (36 members plus 36 substitutes; 18 members per committee)
<b>Number of scrutiny officers<sup>3</sup></b>	Minimum of 2 officers <i>With support from governance services</i>	Minimum of 3 officers <i>With support from governance services</i>	Minimum of 3 officers <i>With support from governance services</i>

<sup>1</sup> Since the committee currently meets every two months. Terms of reference currently require it to meet at least 5 times a year, due to SRAs (allowances).

<sup>2</sup> Based on current precedent of committee size being 18 members (Overview & Scrutiny + Transport). The number could theoretically be cut down further but cannot be too small due to political and geographical balance requirements.

<sup>3</sup> This figure depends on the level of depth to each committee, e.g. how many working groups and reviews they intend to make use of as they exponentially created work in addition to committee meetings and workshops.

<p><b>Role and purpose</b></p>	<p>A 'big picture' strategic approach to scrutiny of Combined Authority decisions/schemes, the Mayor's plan/performance and any issue of importance to most residents in West Yorkshire – by a single select committee.</p> <p>Committee meetings will focus on 'high-level', 'big picture' and 'strategic' hearings on important topics, mainly featuring questions to relevant stakeholders and experts in attendance, and member reports instead of officer reports.</p> <p>This wider committee will give specific focused responsibilities to informal steering groups to oversee and advise it on certain scrutiny functions, such as:</p> <ul style="list-style-type: none"> <li>- 'overview &amp; monitoring' (of overall performance, service delivery and budget)</li> <li>- 'key decisions &amp; projects/schemes' (including pre-decision scrutiny)</li> <li>- 'reviews &amp; inquiries' (including forward plan and recommendation tracking)</li> <li>- 'public/democratic engagement' (engaging with the public and ward councillors)</li> </ul>	<p>A focused and reactive approach where different scrutiny committees each focus on particular functions, services and areas.</p> <p>Each committee still has a responsibility to perform all the other types of scrutiny within their thematic area, including key decisions, conducting reviews, working groups, spokespersons and public engagement etc – and theoretically operate similarly to Option 1.</p> <p>Corporate:</p> <ul style="list-style-type: none"> <li>- Corporate services and resources</li> <li>- Budget and finances</li> <li>- Corporate plan and performance (KPIs)</li> <li>- Mayoral &amp; annual corporate plan</li> <li>- Police and crime</li> <li>- Governance and public engagement</li> <li>- Partnership with member councils</li> </ul> <p>Economy:</p> <ul style="list-style-type: none"> <li>- Economic Services (Trade/Investment, Skills, Business support)</li> <li>- Economic Policy &amp; Strategy (SEF, inclusive growth)</li> <li>- Economic schemes (Enterprise Zones etc)</li> <li>- Economic functions (Business rates, AEB, spatial planning)</li> </ul>	<p>Two committees each focusing on the twin aspects of the scrutiny system – 'overview' and 'scrutiny'.</p> <p>This option attempts to reconcile scrutiny performing both the reactive overview role and focused proactive scrutiny reviews and investigations as well.</p> <p>Similarly each committee will be able to appoint working groups to support its work.</p> <p>Overview:</p> <ul style="list-style-type: none"> <li>- Oversees the combined authority's and LEP's forward plans and identifies pre-decision scrutiny opportunities</li> <li>- Responsible for call-in of decisions</li> <li>- Keeps an eye on KPI achievement, as well as revenue and capital budget monitoring – and corporate performance</li> <li>- Suggests topics for further scrutiny, managed by the other committee</li> <li>- Questions mayor on overall corporate performance</li> </ul> <p>Scrutiny/Select:</p> <ul style="list-style-type: none"> <li>- Questions mayor on policy and strategy</li> <li>- Undertakes big-picture detailed reviews that conclude in published reports and recommendations</li> </ul>
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	<p>Each steering group would be led by a member with appropriate skills and supported by the appropriate officers – such as officers in corporate performance, portfolio management, research/intelligence and communications/engagement.</p> <p>Additional members will be selected as ‘spokespersons’ to lead on certain policy areas and attend advisory panel meetings as observers to ensure that technical and ‘reactive’ small-s scrutiny is taking place in those panels instead of scrutiny duplicating it.</p>	<ul style="list-style-type: none"> <li>– Economic stakeholders (businesses, education sector)</li> </ul> <p>Transport:</p> <ul style="list-style-type: none"> <li>– Transport Services (Bus stations, subsidised services, travel passes, service information, assets &amp; property)</li> <li>– Transport Policy &amp; Strategy (Transport plan etc)</li> <li>– Transport schemes (projects such as road building)</li> <li>– Transport functions (bus services, key route network)</li> <li>– Transport stakeholders (passengers, transport operators)</li> </ul>	<ul style="list-style-type: none"> <li>- Holds hearings and seeks to involve stakeholders, experts and the public in meetings and reports.</li> </ul>
<b>Advantages</b>	<ol style="list-style-type: none"> <li>1. Least disruptive to the existing governance structure and requires the least increase in base resources of the three options – but would still require significant resource.</li> <li>2. A quality over quantity approach which seeks to focus on improving operational support to scrutiny to improve the effectiveness, profile and reputation of a single committee/chair in a focused way instead of spreading too thinly.</li> <li>3. Encourages scrutiny to maintain a strategic and big picture regional focus instead of getting caught in reactive or parochial scrutiny – or duplicating what is already</li> </ol>	<ol style="list-style-type: none"> <li>1. Allows scrutiny to cover more policy/service areas across the three committees in a more focused way than is possible under one generalist committee.</li> <li>2. More committees may allow for a more reactive approach wherein scrutiny committees can shadow their executive counterparts – Economy &amp; LEP Board / panels, Transport and Transport and Corporate and the Combined Authority.</li> <li>3. With more committees, scrutiny might get greater chances to scrutinise decisions and plans in greater detail at more appropriate times.</li> </ol>	<ol style="list-style-type: none"> <li>1. Ensures a more equal balance between equally important scrutiny and overview functions. Allows each committee to focus on each function in greater depth instead of trying to balance all the different functions and focuses as in the past, which did not leave enough time for one or the other at committee meetings.</li> <li>2. Greater number of scrutiny places available to ward councillors to take part in combined authority scrutiny.</li> <li>3. Allows members who are strong in one type of scrutiny over the other to specialise and focus on what they are strong on. It takes a different set of skills to scrutinise in detail versus to maintain a strategic overview.</li> </ol>

	<p>undertaken by existing advisory panels or local authority counterparts.</p> <ol style="list-style-type: none"> <li>4. The increased number of substantive roles for members (spokespersons, steering group leaders) ensures that scrutiny members role is no longer just attending meetings but have further responsibilities and influence on scrutiny and the mayor.</li> <li>5. Makes scrutiny more of a team effort and creates a greater member-member led interface, than constant reaction to officer activity.</li> <li>6. Allows for greater support to steering groups which will focus on fulfilling scrutiny functions which have to date been somewhat neglected e.g. call in, key decisions, pre-decision scrutiny of projects.</li> <li>7. Ensures that much of the overview and 'watchdog' roles of scrutiny are efficiently exercised outside of committee meetings, to allow public meetings to be exercises of public scrutiny such as hearings involving more interface with external stakeholders and experts which allow for a greater 'triangulation' of evidence.</li> </ol>	<ol style="list-style-type: none"> <li>4. More focused terms of reference may encourage more focused work programmes, recommendations and follow ups.</li> <li>5. Allows members to opt for and specialise in certain policy areas.</li> <li>6. Greater number of scrutiny places available to ward councillors to take part directly in combined authority scrutiny.</li> <li>7. The greater the number of committees and members the more likely profile and attention scrutiny will get both within and outside the authority.</li> </ol>	<ol style="list-style-type: none"> <li>4. May allow for a more structured scrutiny of the mayor – in West Midlands similarly hold two mayoral question times: one that is corporate overview focused, and another that is policy scrutiny focused.</li> <li>5. Would allow officers with relevant skills to support each committee their different functions.</li> <li>6. The greater the number of committees and members the more likely profile and attention scrutiny will get both within and outside the authority.</li> </ol>
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<b>Disadvantages</b>	<ol style="list-style-type: none"> <li>1. One committee – even meeting monthly – may still not be enough (without further working groups and panels) to cover all the areas and topics that need covering across the entire combined authority.</li> <li>2. Fewer scrutiny places means fewer opportunities for councillors to be directly involved as members of CA scrutiny.</li> <li>3. This option would require a formal profiling of scrutiny member/chair roles, suitable training programmes and briefing mechanisms to ensure that members are properly compensated and equipped to take up the enhanced role expected of them.</li> <li>4. Requires increased investment – a reprofiled statutory scrutiny officer/advisor, additional scrutiny support officers, some support from governance services, training courses, SRAs and additional support from other officer corps (e.g. comms, PMA etc)</li> <li>5. If not effectively reported in public, reliance on informal steering groups might create precedents wherein some topics are only scrutinised in private.</li> <li>6. A necessity to pick fewer, big picture topics might be prejudiced</li> </ol>	<ol style="list-style-type: none"> <li>1. Cost – the more committees, the greater the cost to operate them day to day.</li> <li>2. Authorities might struggle to fill Member places as they currently do to fill the 18 slots available – especially with stricter geographical and political balance requirements in CA scrutiny.</li> <li>3. Efficiently implementing and supporting a system with more committees requires greater resources in general and will make greater demands on officers already limited time (which they have not been able to dedicate to the one scrutiny committee to date).</li> <li>4. Keeping members trained, supported and briefed would need at least triple the amount of time and resources – including secretariat and administrative duties. Keeping the bureaucracy going may distract from improving the policy/analysis/advice aspects of scrutiny work.</li> <li>5. A possibility that the committees may compete with one another for limited resources and media attention or clash on topics of mutual interest or recommendations that might be mutually exclusive.</li> <li>6. Without an overarching committee to ensure consistency and connectivity, this might lead to silo</li> </ol>	<ol style="list-style-type: none"> <li>1. Cost – the more committees, the greater the cost to operate them day to day.</li> <li>2. Authorities might struggle to fill Member places as they currently do to fill the 18 slots available – especially with stricter geographical and political balance requirements in CA scrutiny.</li> <li>3. A possibility that the committees may compete with one another for limited resources and media attention or clash on topics of mutual interest or recommendations that might be mutually exclusive.</li> <li>4. Without an overarching committee to ensure consistency and connectivity, this might lead to silo working and an overall disjointed strategic picture in terms of scrutiny impact.</li> <li>5. In practice, the scrutiny side members must consider the overview and overview members must consider scrutiny – this means that both sets of members still need to be briefed on both sides of work.</li> <li>6. Competition – due to the inherent connection between the overview and scrutiny elements, one committee might be asked to follow a lead set by the other committee, without having had a chance to feed into it. For instance – tracking recommendations is an overview</li> </ol>
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	<p>by a need to pick ‘high profile’ topics that receive a lot of media attention instead of high impact topics that might not be as popular but have a greater impact on WY residents.</p>	<p>working and an overall disjointed strategic picture in terms of scrutiny impact.</p> <p>7. Furthermore, they could end up either ineffectually shadowing existing committees or outright duplicating the work of the transport committee and the LEP panels which already perform a small-s scrutiny role on these policy areas.</p> <p>8. Danger that a focus on increasing the number of committees and executing the bureaucratic process may distract from greater efforts to improve the operational efficiency and impact</p>	<p>task but setting the recommendations in most areas will be a scrutiny review task.</p> <p>7. Keeping members trained, supported and briefed would need at least double the amount of time and resources – including secretariat and administrative duties. Keeping the bureaucracy going may distract from improving the policy/analysis/advice aspects of scrutiny work.</p>
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## Ideas for scrutinising the mayor directly

### Lessons learned from other combined authorities

- **No mayors attend full council meetings or local authority scrutiny** meetings. They are exclusively scrutinised through the combined authority's scrutiny structure and local authority scrutiny members are able to coordinate with regional colleagues – though many are 'dual hatted'.
- Most areas implement some variety of a public **mayoral question time** where scrutiny committees invite the mayor to answer questions and/or present a report/update on their activities.
- Most accountability measures are usually **written into constitutions** and standing orders to ensure that mayors are aware and 'buy in' to the sessions as a means of beneficial public scrutiny.
- **Mayoral attendance varies** across the mayoral combined authority areas. In some areas the mayors attend every meeting or ever other meeting, whereas in other areas they are invited once or twice a year for themed/focused sessions on a particular topic or item.
- In areas where the mayor attends more frequently, and it is **less structured**, the questioning is sometimes **perceived as being 'opposition bashing'** and not conducive to good non-partisan scrutiny.
- In these areas, the mayor's update item can also sometimes be **too informal** a conversation between members of a similar party and develop into a **'mayor's announcements'** item which mayors use as convenient press coverage time.
- In other areas with **more structured and organised** mayoral question time sessions, focusing on particular item (the budget) or theme (strategic/policy direction), the sessions can be perceived **as being 'too polished'** as the mayor is able to prepare answers.
- Some authorities operate a system whereby scrutiny members are allowed to **submit written questions to the mayor** or Combined Authority meeting agendas. This usually generates a large number of questions but does allow officers to give precise technical questions (on figures) to keep them outside of a meeting setting.
- Some mayor's hold highly publicised **public question time** where the mayor engages in a 'town hall' style event where the public are able to question them on anything.
- **Mayors do not take all MCA decisions on their own** – most decisions are taken collectively by the mayor and leaders. Therefore some of the answers provided by the mayor are often on behalf of the wider authority and not **personal views**.

### Suggestions for West Yorkshire

1. Ensure that any **accountability mechanisms are written into constitution** and standing orders to ensure that mayors must attend a certain number of times a year.
2. Ensure that **items involving the mayor are focused** (overview/budget/performance or strategy/policy or decision/project based) but lightly structured so that it is not too polished and not too conversational. Context must be taken into account so that **questions to the mayor are appropriate and yield productive answers** e.g. 'high level' strategic questions if the item is strategy/policy or more precise inquisitive questions if the item focuses on a particular decision or situation.
3. Encourage a preference on **asking questions on decisions that the mayor has the power to take personally** and direct questions that concern the entire combined authority, or portfolio holders, or council leaders, to those individuals. This can include questions relating to 'soft power' – that is **any issue with the mayor may be able to influence even if they do have direct power or responsibility**.

4. Ensure that such mayoral question times are an appropriate length **to allow every member to ask at least one question**, and a follow up.
5. Ensure that the **sessions are appropriately advertised and broadcast**.
6. Administer a '**scrutiny questions system**' where scrutiny **members can submit written questions** that the authority and the mayor must answered within a set number of days, which can then be published. These questions would not be questions of a 'case work' nature, which should be handled through **a different system set up to manage member queries and casework from all ward councillors**.
7. Scrutiny of **portfolio holders, the deputy Mayor/PCC** and chairs of decision-making committees must also take place as well either **alongside the mayor** or separately in their own right.
8. Public involvement in scrutiny mayor question time and/or scrutiny engagement with any **public question time 'town hall' events** managed by comms and engagement teams.
9. **Regular meetings between the mayor and the scrutiny chair** to develop a working relationship and an avenue to handle sensitive issues and situations in a 'critical friend' role in a non-public arena.
10. An attempt to create **greater parity between Scrutiny Chair and Mayor / portfolio holders** – e.g. to ensure that scrutiny chairs are given appropriate access to organisational resources similar to the chairs of other senior committees
11. Amendment of **communications protocols to allow scrutiny an opportunity to comment on any press releases** involving any issue which scrutiny has opted to add to its work programme or has made recommendations on.
12. The **Scrutiny Chair continues to attend Combined Authority meetings and briefings** as an observer and is able to field any questions scrutiny members or other members have on particular items or decisions.



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**Report to:** Overview and Scrutiny Committee

**Date:** 13 November 2020

**Subject:** **Corporate planning and performance**

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

**Author(s):** Louise Porter, Corporate Planning & Performance Manager

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## **1. Purpose of this report**

- 1.1 To note current position on corporate performance including progress against corporate plan priorities, risk management and budget position and seek comment on these matters.

## **2. Information**

### **Corporate Plan 2020/21**

- 2.1 The 2020/21 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 is being routinely monitored throughout the 2020/21 financial year. A summary of progress against these indicators is provided in **Appendix 1** as part of the wider corporate performance snapshot.
- 2.3 The analysis of performance against objectives to date reflects a positive position overall. Most of the indicators are currently assessed as green.

### **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 2** to this report. This summary also includes the key strategic risks related to the ongoing COVID-19 pandemic. These strategic 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 2020/21**

- 2.5 A summary of the 2020/21 spend as at August 2020 compared to the approved revenue budget is attached at **Appendix 1**. A RAG rating has been included to identify budgets that need further review.
- 2.6 There are a number of emerging and continuing 'red' areas of concern to report. These are related to the Covid-19 pandemic. Key impacts are being felt across commercial income, bus station costs, commission from travel card / MCard sales, bus revenues (for gross cost contracts) and transport service costs.

### **2021/22 Budget and business planning**

- 2.7 Work is continuing on the development of budgets and business plans for the 2021/22 financial year. These will be set in the context of the wider financial pressures caused by the Covid-19 pandemic and the new funding framework and responsibilities that will be introduced through the Mayoral Combined Authority model.
- 2.8 It is currently expected that the four overarching strategic priorities of boosting productivity, 21st Century transport, enabling inclusive growth and tackling the climate emergency will continue to form the basis of the 2021/2022 business plans, in addition to considering objectives which are centred around delivering value for money and improving efficiency during the first year of the Mayoral Combined Authority.
- 2.9 It will however also be necessary to build some flexibility into business plans for 2021/22, given that this will be the first year of the Mayoral Combined Authority and in order to take account of any issues arising from the Covid-19 recovery and the formal exit from the European Union.

## **3. Clean Growth Implications**

- 3.1 The approved business plan and budget for 2020/21 includes actions and costs related to delivering against the corporate priority of tackling the climate emergency.

## **4. Inclusive Growth Implications**

- 4.1 The corporate plan sets out further details regarding the organisation's approach to enabling inclusive growth.

## **5. Financial Implications**

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

**6. Legal Implications**

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

**7. Staffing Implications**

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

**8. External Consultees**

8.1 No external consultations have been undertaken.

**9. Recommendations**

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

**10. Background Documents**

10.1 None.

**11. Appendices**

Appendix 1 – Corporate Performance Snapshot Report

Appendix 2 – Revenue Budget Monitoring 2020/21

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## Corporate performance snapshot

### Corporate risk summary

			Probability	Impact	Mitigation summary
23 Very high	CRR-SD1	<b>There is a risk that</b> we fail to fully deliver projects and programmes (i.e. Growth Deal) within timescales or budget, or with the anticipated level of benefits, <b>due to</b> over-optimistic profiles, capacity within both the Combined Authority and District partners and recruitment and retention challenges.	Possible 3	Critical 5	<ul style="list-style-type: none"> <li>Significant monitoring and controls in place through PMO</li> <li>Continuing support through 'District Pool' project resource</li> <li>Ongoing Review of WY+TF portfolio with Chief Highways Officers</li> </ul>
	CRR-SD2	<b>There is a risk that</b> there are challenges and disruption to the way in which the Combined Authority provides services and the resources available to deliver those, <b>due to</b> uncertainty surrounding the UK's future relationship with the EU.	Possible 3	Critical 5	<ul style="list-style-type: none"> <li>Organisation wide Brexit action plan in place</li> <li>Ongoing liaison with Bus Operators for reassurance on preparation for fuel or labour shortages</li> <li>Communications and media campaign focusing on effective signposting and support</li> <li>Monitoring of legislative developments</li> <li>Additional grant funding available to support local businesses</li> <li>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.</li> <li>Identifying any projects which may be vulnerable to shortages in skilled labour or supply chain disruption</li> </ul>
	CRR-SD5	<b>There is a risk that</b> there will be a major impact on achievement of organisational objectives and/or a need to reconsider objectives and divert resources, <b>due to</b> a major unanticipated change in national policy (Brexit; major change in govt policy).	Possible 3	Critical 5	<ul style="list-style-type: none"> <li>Continued dialogue with Government</li> <li>Policy and Strategy directorate continuing to monitor emerging national trends</li> <li>Continued work with local LEPs and Combined Authorities</li> </ul>
	CRR-SD6	<b>There is a risk that</b> key corporate objectives cannot be met <b>due to</b> 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"> <li>Research and Intelligence team modelling potential impacts and long term scenarios</li> <li>Working closely with partners and representative groups to identify possible long term impacts and develop joint responses</li> <li>Updating business plans to identify key areas for re-prioritisation</li> </ul>

			Probability	Impact	Mitigation summary
	CRR – FR3	<b>There is a risk that</b> the immediate, medium and long term financial health of the Combined Authority will be adversely affected <b>due to</b> the financial impacts of the COVID-19 pandemic	Possible 3	Critical 5	<ul style="list-style-type: none"> <li>Financial scenario planning undertaken and being continually updated</li> <li>Continued liaison with Government to understand funding opportunities</li> <li>Budget Working Group meeting to oversee response</li> </ul>
	CRR-SD8	<b>There is a risk that</b> there will be a significant increase in unemployment across the region, <b>due to</b> the ongoing economic disruption caused by the COVID-19 crisis and the end of the national Job Retention Scheme (furlough)	Likely 4	Serious 4	<ul style="list-style-type: none"> <li>Joint intelligence gathering on the employment impacts– including the demographic, sectoral and geographical impact</li> <li>Current programmes – particularly the Employment Hub and [re]boot – have been flexed to support redundant and furloughed workers</li> <li>Lobbying government for Combined Authorities to be resourced to support people into work and for a national job creation/wage subsidy scheme.</li> <li>Recovery Plan developed including a focus on creating employment and self-employment opportunities.</li> </ul>
	CRR-FR4	<b>There is a risk that</b> the Combined Authority is placed under pressure to fund the reinstatement of commercial bus services threatened with withdrawal, <b>due to</b> premature withdrawal of emergency government funding support	Possible 3	Critical 5	<ul style="list-style-type: none"> <li>Continued liaison with Government on funding</li> <li>Close liaison with bus companies to identify cost neutral/effective solutions</li> <li>Review and adapt current mechanism to appraise social and commercial value of threatened services</li> </ul>

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

			Probability	Impact	Mitigation summary
	CRR-SS2	<b>There is a risk that</b> a cyber security malware infection could infiltrate the organisation, <b>due to</b> the growth of cyber crime and organisation targeting which is increasing due to covid19	Possible 3	Serious 4	<ul style="list-style-type: none"> <li>• Systems protected through firewalls</li> <li>• Additional cyber security software in place</li> <li>• Increased training for ICT staff</li> <li>• Regular testing</li> </ul>
	CRR-SD10	<b>There is a risk that</b> the Mayoral Order may not be prioritised for parliamentary time and the May 2021 election deadline missed, <b>due to</b> the significant number of other pressing matters within the parliamentary timetable (e.g. Covid19 response, Brexit) that are beyond our control.	Possible 3	Serious 4	<ul style="list-style-type: none"> <li>• Ongoing dialogue with government</li> <li>• Consistent messaging to ensure that importance of timelines are recognised</li> </ul>
	CRR-SD11	<b>There is a risk that</b> the corporate processes, systems and structures needed to support the MCA will not be in place by May 2021, <b>due to</b> the scale of work required within challenging timescales and the need to maintain business as usual activities.	Possible 3	Serious 4	<ul style="list-style-type: none"> <li>• Comprehensive resource mapping exercise taken place across the Corporate Services directorate, and action taken to address key pressure points</li> <li>• Areas identified where consultancy support can be used to relieve pressure on staff</li> </ul>

			RED AMBER GREEN	significantly off track and at risk of not being achieved at risk of not being fully achieved, intervention measures in place considered to be completed/on track to be complete/achievable
West Yorkshire Combined Authority - Corporate Performance Report 2020 - 2021 (Apr - Sept 2020)				
Boosting Productivity: Helping businesses to recover from the COVID-19 pandemic and helping people find and retain good jobs	Indicator / Measure	Target	YTD results (Apr -Sept 2020)	Progress update and RAG status
1.Develop and implement our COVID-19 Economic Recovery Plan	Successfully work with the West Yorkshire Economic Recovery Board to develop long term plans using robust economic and labour market intelligence, and to inform Government on investment required to drive the region's recovery	Economic Recovery plans supported by market intelligence and endorsed by Combined Authority at meeting in July. Secure Govt funding for delivery of 3 stages of the Economic Recovery Plan	On track	The West Yorkshire Economic Recovery plan has been developed in partnership with the West Yorkshire Economic Recovery Board, bringing together Local Authority leadership, public partners, trade unions and the private and third sector and presented to the Combined Authority in July. Plans and Performance indicators are being developed as part of the Rescue stage, to support Action Areas: Good jobs & resilient businesses, Skills and Infrastructure detailed in the Economic Recovery Plan.
2.Support business to respond to the challenges & opportunities of Brexit & COVID-19. Providing intensive support to over 1,000 businesses	Number of businesses receiving intensive support for growth and/or business resilience - supported through Growth Service(BGP/SBG/IR/Brexit voucher	Increased from 1000 to 2000	1,131	543 businesses have received intensive support from Local Authority based Growth Managers, 201 businesses have received capital investment grants and 53 businesses have received business resilience advisory support through the Strategic Business Growth and Investment Readiness programmes.
3.Take forward the Future Ready Skills Commission, delivering better skills and training opportunities to local people	Skills Commission: Complete delivery and agree recommendations. Publish/launch final report (September 2020)	Publish/launch final Skills Commission report by end of September 2020 then goes on to be influencing campaign	Complete	The Future-Ready Skills Commission is an independent, national Commission supported by the West Yorkshire Combined Authority and made up of experts and leading thinkers from business, education, local government and think tanks. Its primary scope is to understand how the skills system, from post-16 education through to adult skills and career development, could be shaped to better meet the needs of local economies with greater devolution across England, while meeting future challenges and opportunities in the workplace. Launched on 24 September, work is now underway on the post launch implementation plan
4.Develop specialised business support programmes tailored to COVID-19 recovery	Alignment of programmes to the long term Economic Recovery Plan with support from West Yorkshire Economic Recovery Board and success demonstrated through market intelligence and consultation with local businesses and enterprise	Adaptable teams able to respond to the needs of businesses and local economy recovery, advising Government on regional business support requirements and managing, facilitating the issuing of grants and signposting businesses to available support	On track	Increased capacity of the Business Support Service at pace to accommodate 80% increase in business enquiries, introduced a Business Coaching scheme for small firms to gain free access to two hours of coaching support from private sector intermediaries. Developed a new Digital Resilience Voucher scheme to provide funding of up to £5k for small firms that need to invest in ICT to enable secure and effective remote working - over 500 applications received in its first week. Adapted the Investment Readiness programme to incorporate webinars on key recovery topics, such as access to finance, cashflow management and customer/supplier relations. Extended Strategic Business Growth programme by two months to provide additional intensive COVID-19 recovery support to 300 high growth SMEs. Further products are in development, including Peer to Peer Network, small firms' membership scheme and cyber security support.
5.Invest in digital connectivity	Digital Infrastructure: developing a full fibre infrastructure programme across the region, focusing on hard to reach areas	External funding secured: Working with Department for Digital, Culture, Media & Sport (DCMS) / Building Digital UK (BDUK) on the new Outside In Programme to ensure the priorities of our region are represented and delivery of 100% coverage of gigabit capable broadband by 2025 (in line with national targets)	On track	Collaboration is ongoing with Department for Digital, Culture, Media & Sport (DCMS) / Building Digital UK (BDUK) with initial meetings taking place in August and September 2020, which gave local partners the opportunity to highlight local priorities that should be taken into account in the new national programme.
6.Deliver another 170,000 square footage of commercial space through the Enterprise Zone programme.	Square footage of commercial floor space created through the Enterprise Zone programme	170,400 sq' ft	72,400 sq' ft	Construction progresses ahead of programme at South Kirby with a further 46,000 sq ft of accommodation to be completed by December 2020. Activity also continues at Gain Lane, with delivery of 72,000 sq ft of accommodation on programme to be completed by March 2021.
Enabling Inclusive Growth: Enabling as many people as possible to contribute to, and benefit from economic growth especially those disproportionately affected by the pandemic	Indicator / Measure	Target	YTD results (Apr -Sept 2020)	Progress update and RAG status
1.Provide a bus network that meets the needs of local communities in the context of COVID-19 recovery	The Bus Strategy contains measurements of accessibility to a bus service, patronage levels, modal and market share and environmental standards	The pre COVID headline target is to grow bus patronage by 25% from a 2018 baseline	Bus patronage is 55% of 2019 levels due to COVID	<ul style="list-style-type: none"><li>• Bus Alliance (Voluntary Partnership) agreed with bus operators</li><li>• Initiatives in development to transform bus network to meet the changed economy- network navigation, MCard Mobile app and flexible ticketing</li><li>• Pre COVID work on bus network review will inform the Connectivity Plan which will be consulted on during winter 2020/21</li><li>• Proposition to Government Spending review to devolve emergency bus funding to CA</li><li>• In principle agreement to develop an Enhanced Partnership to manage bus network jointly with operators</li></ul>
2.Support people to access employment & retrain, particularly those affected by the COVID-19 crisis	No. of people reached with information on careers linked to labour market information to promote better informed choices.	250,000	642,843	This month we have seen an acceleration through the reach of our campaigns. Social media still continues to be the highest driver of traffic to the FutureGoals website, with the biggest driver of traffic through Facebook advertising which has engaged 77% of the websites traffic. A successful social media campaign targeting individuals who are unemployed or looking for adult training has also increased the number of enquiries on the website significantly. Along with the increase in views there has been an increase in downloads of our FutureGoals resources, the numbers have doubled this month along with the unique views of new resources and the Creative Toolkit. These resources were developed in response to the pandemic. The increase is partly due to the schools returning and information being shared through the network.
3.Work closely with schools and colleges to support our most disadvantaged young people	Disadvantaged schools and colleges from deprived areas engaged to improve performance towards good careers benchmarks.	92	21	Despite the restrictions on schools and colleges operating within the COVID-19 parameters, Enterprise Coordinators have had a positive start to the new academic year. The team have engaged with Careers leaders virtually to support strategically with their careers strategy and complete action plans. Overall we are ahead of target on action plans. Its anticipated things will become more difficult as schools focus in on continuation of curriculum with absences by 'bubble groups' causing instability to learning and staffing. We are addressing this by regional workshops to support and share good practice and working with our Enterprise Advisers on a new offer of support, to keep careers on the agenda.
4.Continued delivery of [re]boot & Employment Hub	Individuals supported to upskill through: [re]boot, Employment Hub and teacher Continuing Professional Development (CPD) sessions.	1,000	429	Employment Hub data is due at the end of October. [re]boot has recorded 45 individuals supported with online learning this month. As schools return to learning CPD activity in schools has now resumed.
5.Connect homes & businesses to superfast broadband	Number of premises connected to Superfast Broadband as a direct result of the Broadband programme	44,623	39,856	The West Yorkshire and York Broadband Contract 2 is on track for delivery despite Covid-19 impact causing some minor slowdown on the fibre delivery by our supplier, Openreach. However the team and supplier have worked together to achieve Q1 2020-21 target build, 1083 premises were connected within Q1 & Q2 as part of the current Broadband Programme. The Q2 contractual milestone of 39,646 was exceeded and we are on track to meet our next contractual target at the end of Q4 2020-21.
6.Embed inclusive growth in all our policies	Ensure our pipeline of (new and existing) interventions, covering all policy areas, draws on and deliver against the Inclusive Growth Framework (once adopted).	Adoption of the Inclusive Growth Framework by Combined Authority and LEP in July 2020		The adoption process for the Inclusive Growth Framework has been paused pending the development and ongoing sign off process for the WY Economic Recovery Plan. The Plan has a strong focus on addressing socio-economic inequalities and delivering an inclusive economic recovery. Its proposed interventions are aligned with the draft Framework's strategic ambitions and goals. New target date to be confirmed.
Delivering 21 <sup>st</sup> Century Transport: Ensuring our transport network recovers to provide the services that people need, while laying the foundations for future improvements	Indicator / Measure	Target	YTD results (Apr -Sept 2020)	Progress update and RAG status
1.Restore the bus network to meet changing demand in light of the COVID-19 pandemic and adapt to a new financial environment	Bus mileage is a measure of the level of provision Bus patronage is a measure of the level of bus use	To return the bus network to 100% of 2019 mileage and patronage	Bus mileage restored to 100% of 2019 levels Bus patronage at 55% of equivalent month in 2020	Whilst bus mileage has been restored to 2019 levels, demand for bus travel remains constrained by COVID restrictions and bus capacity is constrained by COVID safety/ social distancing. The funding gap created by the missing fare revenue is jointly covered by DfT and the Combined Authority paying concessions at 2019 levels. DfT funding is on a rolling 8 week notice period and the CA's revenue budget is at risk of overspend due to COVID. There is a risk to the bus network if emergency funding withdrawn prematurely.
2.Refresh travel information to reflect changing travel behaviour	Adapt the travel information system and data provided to passengers to include occupancy information	Bus occupancy data on real time system available by September 2020	November 2020	This has not been progressed as swiftly as possible due to delays with achieving feeds from a significant operator's ticket machines. We are now anticipating that delivery will be achieved in November 2020.
3.Introduce a Fare Deal for under 19s with a simple fare structure	Approval of Fare Deal for Young People under 19 approach and scheme by Combined Authority in March 2020, implementation September 2020	Combined Authority approval in March 2020, implementation September 2020	January 2021	COVID-19 related restrictions on bus capacity have resulted in our not bringing forward the Fare deal for young people at this stage, the objective of which is to grow bus patronage in this market. We are currently working towards a January 2021 implementation, although this will be subject to Covid restrictions being relaxed.
4.Launch an MCard mobile ticketing app offering new products to a changed market	Launch a new MCard app	Launch a new MCard app by May 2020	MCard App launched	The Mcard app was launched for bus only products in October 2020 and will be extended to include bus and rail ticket products from November 2020.
5.Continue to develop plans for a Mass Transit system for West Yorkshire.	Mass Transit: Secure sufficient funding and develop effective plans	Milestones Secure funding from Combined Authority (June 2020), Strategic Outline Business Case (June 2021)		Proposals to make £2 million available to support the further development of a mass transit system have been approved by members of the West Yorkshire Combined Authority Investment Committee in July. The funding will help support the development of route options and the modes of transport that would be the most appropriate for each.
6.Work with our partners to secure HS2 and Northern Powerhouse Rail for our region.	Strategic Rail: Influence Government to deliver HS2 Phase 2b in full and Northern Powerhouse Rail with a City Centre station in Bradford	Milestone (Government announcement dependent) – Agree petitioning approach and work with Transport for the North (TFN) on an Strategic Outline Business Case for March 2021 (subject to the review of HS2)	In progress	Government announced the prioritisation of the HS2 western leg work over the eastern leg, pending the outcome of the Integrated Rail Plan (IRP). We are prioritising influencing the IRP through for example, evidence to the National Infrastructure Commission and have worked with Leeds City Council to champion the project with other eastern leg authorities. Work on NPR continues with TFN on phasing and siting of options with a new target date of an SOBC for March 2021. Positive support for NPR route via central Bradford secured at September 2020 TFN Board meeting - crucial meeting will be November 2020 on route choices.
7.Start delivery of the Transforming Cities Fund (TCF), to reduce reliance on the car and promote public transport, cycling and walking.	TCF 2020/21 spend achieved in accordance with agreed target	No projects commencing work in FY 2021 tbc / Spend targets to be confirmed and reported quarterly	TBC / £2,671,990	The majority of Transforming Cities Fund Programme projects achieved Decision Point 2 approval in Quarter 2, with 2 further projects progressing through Decision Point 3. Spend has initially been slow but forecast indicates this will increase over the next two quarters.
Tackling the Climate Emergency: Ensuring a green recovery and accelerating our plans for a net zero carbon economy by 2038 at the latest	Indicator / Measure	Target	YTD results (Apr -Sept 2020)	Progress update and RAG status
1.Publish a roadmap setting out how we achieve our ambition of becoming a net zero carbon economy by 2038 at the latest	Tackling the Climate Emergency: Sectoral pathways agreed and delivery plans developed	Milestones / Progress measure: Draft pathways produced (May 2020), final pathways produced (June 2020), number of delivery plans in place (tbc)	On track	Carbon Emission Reduction Pathways (CERP) study split into 3 tasks: 1. Pathways; 2. Implementation Roadmap; 3. Policy Recommendations / Actions. Task 1 completed and endorsed by CA 27 July. Currently engaging with partners and stakeholders to gain their input into Tasks 2 and 3. Consultants will provide outputs of Tasks 2 and 3 by early November. Aim to take these outputs to CA in February 2021 to endorse. Will also seek approval to consult with the public on the outputs with the view to judging appetite / acceptance and informing priorities. Progress has been slower than planned due to COVID-19 delaying planned input from partners and stakeholders.
2.Deliver priority projects in the Energy Strategy	Energy Strategy: Performance against the Energy Strategy and Delivery Plan (performance dashboard capturing progress of projects is in development and will be amalgamated into an overall RAG)	The dashboard of progress on projects to be Green and on track	On track	Of the 39 projects highlighted on the performance dashboard over half are either in progress or have been completed. A further 6 projects are pending the outcomes of the CERP. 11 projects have stalled and are not being progressed at this time. Resources to deliver the full programme of activity outlined in the dashboard continues to be the factor limiting progress. Extensive engagement with partners and stakeholders has and is being undertaken to shape the outcomes of the projects highlighted in the dashboard. Significant progress is being made to develop a long term plan to improving energy efficiency across the City Region's homes. The Combined Authority has also started a new project to strengthen decision making in the light of the Climate Emergency. A new carbon impact assessment tool is being developed.
3.Help 150 businesses to lower their carbon impact through the Travel Plan Network and the RE:Biz resource efficiency programme.	No. of businesses intensively supported through TPN and REF/RE:Biz	150	54	The Travel Plan Networks ability to support businesses continues to be effected by both the number of employees in the region working from home and key contacts (workplace co-ordinators) within businesses, either being redeployed into different departments or placed on the furlough scheme. As a result we remain behind on our overall targets but in response to this we have developed TPN communications to include more contact via social media and developed a new online platform on LinkedIn, in order that members can communicate more regularly and access business support effectively moving ahead. As a result we predict we will be able to work more intensively with businesses in the coming months. The Innovation Growth Managers are now working with a pipeline of businesses and working to complete diagnostics with all the referrals. This should continue to gather pace during the coming months
4.Enable 8 schemes to enter the Energy Accelerator	Number of Low Carbon Projects supported through the Energy Accelerator to Gateway 2 (achieving signed Sponsorship Agreement) by 2021	8	3	7 agreements are currently being supported and are progressing well, with 3 projects also completed.
5.Establish a connectivity plan & pipeline, promoting active & decarbonised travel for all communities	Establish a connectivity plan and pipeline promoting active and decarbonised travel	Milestones: Input into Spending Round (July 2020), Road Map and Action Plan is finalised Spring 2021.	On track	Completed Phase 1 of the West Yorkshire Emission Reduction Pathway Study, Phase 2, which is the co-design of the roadmap and action plan, including stakeholder and public engagement was delayed due to COVID-19. Stakeholder session are planned for September 2020. The Road Map and Action Plan is expected to be finalised by Spring 2021.
6.Reduce carbon from the Combined Authority's assets	Carbon Reduction Initiatives in Bus Stations, Travel Centres and Offices	Bus Station/Travel Centres: to reduce energy and water consumption by 3% against 2019/20 baseline and increase recycling by 10%. Offices: Reduce energy and water consumption by a further 10%, increase recycling by a further 30% and switch to green/sustainable energy suppliers by April 2021	On track	Carbon reduction and increased recycling measures are being incorporated into scheme to improve Leeds Bus Station for delivery during 2021 and worked into scheme development for other bus stations and travel centres. Office targets will be revised as workforce have been remote working during lockdown, with a phased return planned at the end of 2020. Refurbishment works have commenced with carbon reduction measures being implemented.

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# Agenda Item 7

## Appendix 2

42%					
West Yorkshire Combined Authority Revenue Budget 2020/21	Budget £	Actuals 31st August 2020 £	Utilised %	Notes / Commentary	RAG Rating
Employee Costs	28,220,649	9,559,194	33.9%	High staffing vacancies, net of pay award not agreed.	
Indirect Employee Costs	1,359,584	428,166	31.5%	Spend to date - as expected due to timing of pension invoice.	
Premises Costs	6,088,828	1,857,588	30.5%	Spend to date - as expected due to premises invoices paid in arrears	
Supplies and Services	5,639,485	701,730	12.4%	Spend to date - lower than expected due to Covid 19 and invoices in arrears	
ICT Related Costs	2,669,678	1,211,102	45.4%	Spend to date - as expected due to certain ICT costs paid in advance	
Travel, Subsistence & Transport Costs	325,280	102,676	31.6%	Less staff travel due to Covid-19 plus also claims are in arrears	
Tendered Bus Services	25,435,452	12,340,073	48.5%	Spend in line with Government requirements during lockdown - though expecting additional costs due to Covid-19	
Concessions	55,157,492	22,643,616	41.1%	Spend in line with Government requirements during lockdown	
Prepaid Tickets Costs	35,800,000	2,436,704	6.8%	Mcard payment significantly reduced - Covid-19 - offset by Mcard sales ##	
Grants and Agency costs	813,735	650,753	80.0%	Spend as expected	
Consultancy and Professional Services	3,581,578	786,597	22.0%	Spend as expected	
Financing Charges	6,676,400	465,610	7.0%	Spend as expected - accrued at the Year End	
<b>Total Expenditure</b>	<b>171,768,161</b>	<b>53,183,810</b>	<b>31.0%</b>		
Income - Transport	(11,576,000)	(1,198,007)	10.3%	Covid19 - Impact on bus station & bus services income	
Income - Grants / Funding	(13,101,349)	(5,750,373)	43.9%	Grants received as expected	
Enterprise Zone Receipts	(2,307,000)	(5,153)	0.2%	EZ receipts expected to be received in arrears	
Interest Received	(1,386,000)	(211,063)	15.2%	Investment Interest in arrears - however high Covid19 impact on returns	
Income - Operational	(2,612,924)	(371,980)	14.2%	As expected - revenue project claims in arrears	
Capitalisation / Internal Recharges	(12,786,888)	(2,711,532)	21.2%	Income as expected	
Pre Paid Ticket Income	(35,800,000)	(2,436,704)	6.8%	Mcard sales significantly reduced - Covid-19 - offsets by payments ##	
Transport Levy	(92,198,000)	(40,551,661)	44.0%	Levy receipts as expected	
<b>Total Income / Funding</b>	<b>(171,768,161)</b>	<b>(53,236,473)</b>	<b>31.0%</b>		
<b>Net Expenditure Total</b>	<b>(0)</b>	<b>(52,664)</b>			

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**Report to:** Overview and Scrutiny Committee

**Date:** 13 November 2020

**Subject:** **Assurance Framework Review 2020**

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**Director:** Melanie Corcoran, Director of Delivery

**Author:** Craig Taylor, Head of PMA

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## **1 Purpose of this report**

- 1.1 To provide Overview and Scrutiny Committee with an update on progress relating to changes proposed to the Leeds City Region Assurance Framework arising from the West Yorkshire Devolution Deal for a Mayoral Combined Authority to be established.
- 1.2 To request the Overview and Scrutiny Committee to provide feedback on the proposed revisions to the Leeds City Region Assurance Framework.

## **2 Information**

- 2.1 The Assurance Framework was developed in 2015 as part of the Growth Deal with Government. Its purpose is to ensure that the necessary systems and processes are in place to manage funding effectively, and to ensure the successful delivery of the Strategic Economic Framework (SEF) ambitions. Its focus is to ensure that necessary practices and standards are implemented to provide the Government, Combined Authority, the LEP and local partners with assurance that decisions over funding (and the means by which these decisions are implemented) are proper, transparent and deliver value for money. It covers all projects and programmes funded from Government or local sources that flow through the LEP and Combined Authority. The Assurance Framework is prepared in accordance with HM Government National Assurance Framework Guidance (2019) and builds on existing good practice.
- 2.2 The Assurance Framework must be reviewed annually and uploaded on to the LEPs website. The annual update is due by 28 February, however, due to the West Yorkshire Devolution Deal, the Assurance Framework has been subject to an extensive in-year review for Mayoral arrangements to be adopted. The

updated Mayoral Combined Authority Assurance Framework is required to be sent to Government on 1 December 2020 for approval in January 2021.

- 2.3 Other MCA Assurance Frameworks have been reviewed as part of this process to compare structures and content to identify areas of best practice. Regular communication with BEIS has also identified the level of detail to be included regarding the Mayoral arrangements for this update.
- 2.4 Consultation was undertaken on the current Assurance Framework for feedback to be gained from internal and external stakeholders including programme and project managers, consultants, Chief Highways Officers, Directors of Development and the Chairs of Committees. There were over 250 engagements through a survey and workshop attendees. The key outcomes identified as part of the consultation were:
- Over 80% of respondents regarded the Assurance Framework as being effective in ensuring that the necessary systems and processes are in place to ensure that funding is managed effectively and there is a transparency and challenge process leading to successful delivery of schemes.
  - Positive comments are received on the Framework for its robustness for challenge, transparency and the way in which the Portfolio Management and Appraisal Team manage the assurance process.
  - The key themes on what could be improved centred around proportionality, recognising the one size does not fit all, the complexity of the process, flexibility within it and timescales for progressing schemes through the Framework.
- 2.5 A copy of the updated Assurance Framework can be found in **Appendix 1**. The key changes to the Assurance Framework are:
- Re-structuring of the Assurance Framework to remove duplicated information.
  - Removal of the Executive Summary. Information contained within this is now incorporated into Section 1.
  - Addition of the Mayoral Combined Authority's role and remit including the Mayor's role in Decision-Making.
  - Addition of a statement that complies with the National Local Growth Assurance Framework, which states "that Local Assurance Frameworks should set out the means by which elected Mayors will be involved in funding allocation and decision-making" and "that no spending commitments beyond the initial five-year allocation should be made until elected Mayors are in place and have agreed to the investment strategy." This is to ensure consistency with the ambition and agreement to hold a single democratically elected figurehead accountable, and for their democratically invested power to influence the allocation of funding.

- References to the Strategic Economic Framework (SEF) and Local Industrial Strategy (LIS) have replaced the references to the Strategic Economic Plan (SEP).
  - Incorporation of the Adult Education Budget governance arrangements.
  - An update of the assurance process (Section 5) as a consequence of the feedback received from the consultation on the Assurance Framework, which took place between 3 July 2020 and 15 July 2020. Please refer to **Appendix 2** that explains the key changes.
  - Updated wording to reflect updated working practices around project and
- 2.6 The Mayoral elections are not due to take place until early May 2021. During the timeframe without a Mayor, the decision-making arrangements will continue as those outlined in the Assurance Framework. Upon election of the Mayor the decision-making arrangements will change and therefore BEIS require the Assurance Framework to also include these arrangements. Work is still ongoing to confirm these arrangements, which will be set out in an addendum to the Assurance Framework.

#### Next steps

- 2.7 The Assurance Framework has been reviewed by the Investment Committee and the Combined Authority.
- 2.8 Following the Overview and Scrutiny Committee review, the Assurance Framework will be reviewed by the LEP Board on 17 November 2020, Governance and Audit Committee on 27 November 2020 and will be formally approved by the Combined Authority on 10 December 2020.
- 2.9 The updated Assurance Framework will be sent to Government on 1 December 2020 for approval to be granted. Implementation of the Leeds City Region Assurance Framework will be once the order is approved, which is expected in early February 2021.

### **3 Financial Implications**

- 3.1 There are no financial implications directly arising from this report.
- 3.2 It should be noted that approval of the Assurance Framework by Government is required for the devolution funds to be released. The S73 Officer will also sign off the Assurance Framework.

### **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 The Department for Business, Energy & Industrial Strategy (BEIS) has provided informal feedback on the Assurance Framework.
- 6.2 A series of workshops were undertaken with stakeholders to gain feedback on the current Assurance Framework and processes. The feedback gained has been incorporated within the document.

## **7 Recommendations**

- 7.1 The Overview and Scrutiny Committee is asked to:
  - (i) Note the progress made on the Assurance Framework and changes that have been made to the content and structure of the document.
  - (ii) Provide comments and feedback on the Assurance Framework

## **8 Background Documents**

- 8.1 None.

## **9 Appendices**

- 9.1 Appendix 1 – Assurance Framework
- 9.2 Appendix 2 – Assurance Process

**West  
Yorkshire**  
Combined  
Authority

Working in  
partnership  
with the



**Leeds City Region  
Enterprise  
Partnership**



## Assurance Framework

Last updated: xxxxxxxxxxxxxx 2020

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## 1. Introduction

### 1.1 About the Assurance Framework

This is the Assurance Framework for the West Yorkshire Combined Authority and the Leeds City Region Enterprise Partnership (LEP).

This Assurance Framework covers expenditure on programmes and projects funded by Government or local sources in the Leeds City Region. This includes funding received by the Combined Authority as the accountable body for the Leeds City Region Enterprise Partnership (the LEP) and funding in respect of the Single Investment Fund.

For transparency, the Assurance Framework is published on the West Yorkshire Combined Authority and LEP websites, together with supporting information.

### 1.2 Purpose of the Assurance Framework

The purpose of this Assurance Framework is to ensure that the necessary systems and processes are in place to manage funding effectively, and to ensure the successful delivery of the Strategic Economic Framework (SEF) ambitions<sup>1</sup>. Its focus is to ensure that necessary practices and standards are implemented to provide the Government, Combined Authority, the LEP and local partners with assurance that decisions over funding (and the means by which these decisions are implemented) are proper, transparent and deliver value for money.

The Seven Principles of Public Life (the Nolan principles)<sup>2</sup> underpin this Assurance Framework to ensure that the Combined Authority and the LEP, their members and officers, are upholding the highest standards of conduct and ensuring robust stewardship of the resources they have at their disposal.

### 1.3 Updating the Assurance Framework

The Assurance Framework is reviewed and updated on an annual basis and signed off by the Combined Authority, the LEP Board, and the Section 73<sup>3</sup> Officer by 28 February in line with the requirements of the [National Local Growth Assurance Framework \(2019\)](#).

The Assurance Framework is compliant with the guidance set out in the National Local Growth Assurance Framework (2019) and Strengthened Local Enterprise Partnerships report (2018) and has been prepared in accordance with guidance

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<sup>1</sup> The priorities of the SEF are 1. Boosting productivity, 2. Enabling inclusive growth, 3. Tackling the climate emergency, 4. Delivering 21<sup>st</sup> century transport, 5. Securing money and powers. The SEF will be implemented in April 2021.

<sup>2</sup> These are selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

<sup>3</sup> Appointed under Section 73 Local Government Act 1985



issued by the Chartered institute of Public Finance and Accountancy (CIPFA Principles for Section 151 in Accountable Bodies).

## 2. About Leeds City Region

### Mayoral Combined Authority

The Mayoral Combined Authority (MCA?) will be/was formally established on XX<sup>4</sup>.

The Combined Authority supports businesses through its transport, economic development and regeneration functions, investing in economic infrastructure, and through its role in creating quality places to live and work.

The CA brings together local councils and businesses to achieve this vision, so that everyone in our region can benefit from economic prosperity supported by a modern, accessible transport network, housing and digital connections.

It champions the region's interests nationally and internationally to secure investment from government and other sources to drive the local economy forward. It takes a long-term, strategic view on the things that will have the biggest impact on inclusive growth and productivity, improving the quality of life in the City Region.

The CA helps businesses to grow and create skilled jobs, and provides support, funding and information to help people travel around the region easily and affordably on good quality public transport and cycleways.

Further details about membership of the Combined Authority and its committees and panels are set out in **Appendix xx**.

**The Mayor will be appointed in May 2021. the West Yorkshire Combined Authorities Mayoral outline role and function are set out in annex xx..... [D.N mayors role etc].....**

### West Yorkshire Combined Authority's role as accountable body

The Combined Authority is the accountable body for the LEP, responsible for:

- carrying out finance functions on behalf of the LEP.
- oversight of the LEP's financial and governance, transparency and accountability arrangements;
- providing additional support as agreed by the LEP.

As the accountable body, the Combined Authority is accountable to Government for complying with any conditions or requirements attached to funding allocated to the Combined Authority and to the LEP

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<sup>4</sup> By the West Yorkshire Mayoral Combined Authority Order XX

**Appendix xx** to this Assurance Framework sets out the accountable body arrangements, which the LEP agreed with the Combined Authority.

The statutory Section 73<sup>5</sup> **Chief Finance Officer** of the Combined Authority as accountable body, is responsible for overseeing the administration of the Combined Authority's financial affairs. This role is extended to include the financial affairs of the LEP.

The Section 73 Chief Finance Officer has a critical role in maintaining good governance and standards for the LEP, in particular compliance with this Assurance Framework.

**Appendix xx** to this Assurance Framework sets out the responsibility arrangements for the Chief Finance Officer.

## 2.1 Leeds City Region Enterprise Partnership

The Leeds City Region Enterprise Partnership (the LEP) is the strategic body responsible for setting the strategic direction which will drive inclusive growth, increase prosperity and improve productivity in the Leeds City Region.

It is an autonomous business-led public-private local partnership, which brings together the private and public sectors from across the City Region to provide strategic leadership.

The LEP focusses its activities on the following:

- **Strategy:** setting and developing strategies which reflect the scale of our ambitions and priorities for the City Region. The current overarching strategy for the City Region is the SEF. At the heart of this is the Local Industrial Strategy (LIS), which identifies local strengths and challenges, future opportunities and the interventions needed to boost productivity, earning power and competitiveness across the City Region. The SEF and LIS are supported by a full range of policies and strategies developed to enable the next stage of the region's economic transformation.
- **Allocation of funding:** identifying and developing investment and funding opportunities; and monitoring and evaluating the impact of LEP activities to improve productivity across the local economy.
- **Co-ordination:** using the LEP's convening power and bringing together partners from the private, public and third sectors.
- **Advocacy:** collaborating with a wide range of local partners to act as an informed and independent voice for the City Region.

The LEP works collaboratively and in partnership with West Yorkshire Combined Authority, as its accountable body.

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<sup>5</sup> Section 73 of the Local Government Act requires the Combined Authority to appoint an officer to be responsible for the proper administration of the authority's financial affairs. This role is carried out by the Combined Authority's Director of Corporate Services.

Key roles and responsibilities of the LEP Board can be found at **Annex xx**

## 2.2 Geography

The Leeds City Region LEP consists of the five local authority districts in West Yorkshire. The CAs formal geography is the districts of Bradford, Calderdale, Kirklees, Leeds, and Wakefield. The Assurance Framework applies across all programmes and projects managed by the Combined Authority and the LEP, some of which cover a broader geography than these districts. The Combined Authority and LEP will continue to explore opportunities for further collaboration with partner councils, including Harrogate Borough Council, Craven District Council, Selby District Council, City of York Council and North Yorkshire County Council, and across the whole of Yorkshire through the Yorkshire Leaders' Board.

## 2.5 Links between the West Yorkshire Combined Authority and the LEP

There are several strong linkages between the Combined Authority and the LEP, notably:

- The elected Mayor will be a member of the LEP
- the LEP chair is a member of the Combined Authority;
- the SEF and the LIS, once finalised, will form the basis of the work of both the Combined Authority and LEP;
- West Yorkshire council leaders are members of both the LEP and the Combined Authority.
- the Assurance Framework is adopted by both the Combined Authority and the LEP
- the Chief Executive Officer of the LEP is also the Managing Director of the Combined Authority.

## 2.6 Strategic Economic Framework (SEF)

The LCR's current Strategic Economic Plan (SEP) sets out the organisation's priorities for growth and development. To reflect the growing range of policies that we operate in, changing national political and economic contexts and the need to incorporate the future mayor's manifesto commitments in our work, the SEP will be replaced in April 2021 by the Strategic Economic Framework (SEF).

The SEF forms the overarching strategy for the region to guide investment decisions. It has been designed to be flexible and agile, able to contain a range of policies and be easy to amend and expand. It brings together existing and subsequent policies and strategies under a single banner, ensuring greater alignment between our strategies, priorities and vision for the City Region. To allow for greater flexibility in the SEF, it is not a single, published document but will be hosted on both the Combined Authority's and the LEP websites.

It sets out our vision for West Yorkshire to be "recognised globally as a place with a strong, successful economy where everyone can build great businesses, careers and live supported by a superb environment and world-class infrastructure."

Five priorities have been set to achieve this:

**Boosting productivity** - Helping businesses to grow and bringing new investment into the region to drive economic growth and create good jobs.

**Enabling inclusive growth** - Enabling as many people as possible to contribute to, and benefit from, economic growth in our communities and towns.

**Tackling the climate emergency** - Growing our economy while cutting emissions and caring for our environment.

**Delivering 21<sup>st</sup> century transport** - Creating efficient transport infrastructure to connect our communities, making it easier to get to work, do business and connect with each other.

**Securing money and powers** - Empowering the region by negotiating a devolution deal and successfully bidding for substantial additional funds.

All our policies and strategies work toward meeting at least one of these priorities. All policies are afforded equal weight in the SEF and collectively they form the overarching strategy for the region.

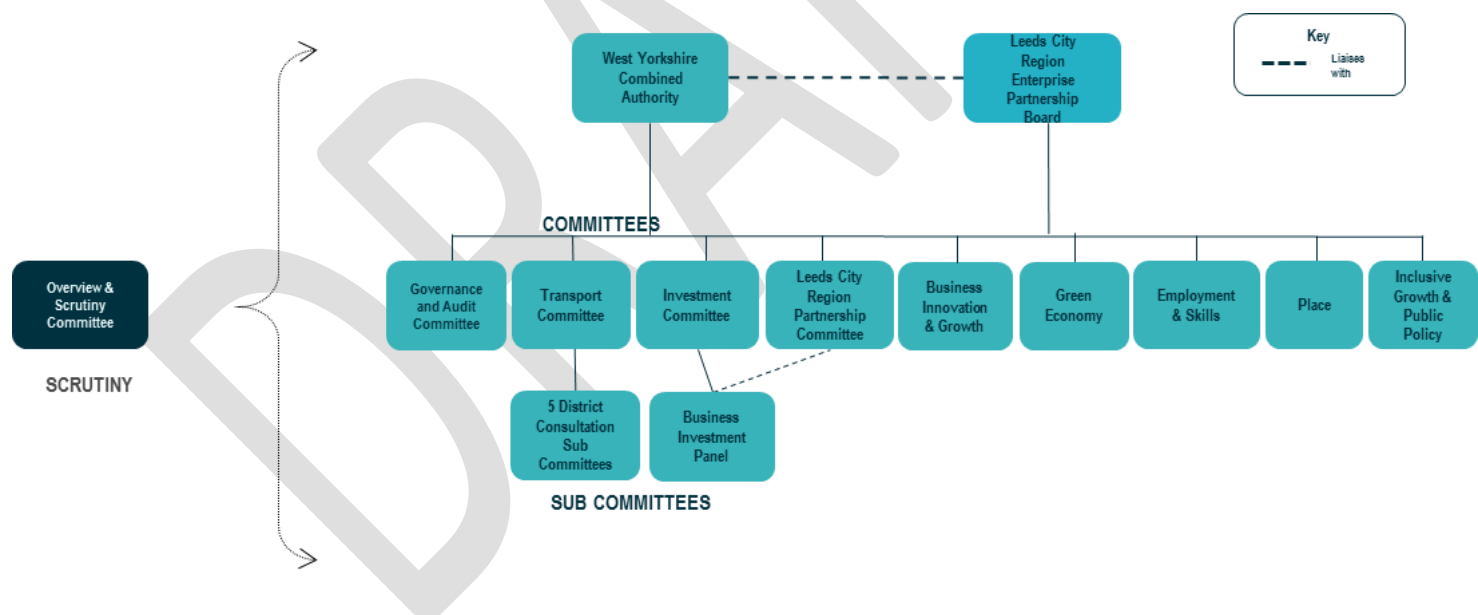
### 3. Governance and Decision-Making

The principal decision-making bodies for the Leeds City Region are the Combined Authority and the Leeds City Region Enterprise Partnership (the LEP).

The LEP's accountability and decision-making arrangements benefit from being integrated with the Combined Authority. The CA and the LEP share sub-board structures, ensuring joined-up decision-making while reflecting the particular roles set out in this Assurance Framework. Government has recognised that this brings clearer governance and transparency. Integration also provides for seamless processes in respect of strategy and delivery and significant efficiencies.

A structure chart of the Combined Authority and the LEP is set out below in Figure 3.1:

**Figure 3.1: Governance structure**



#### 3.2 The Combined Authority

As set out in Section 2, the Combined Authority is the accountable body for funding allocated to the LEP, as well as the publicly accountable decision-making body in respect of the Combined Authority's statutory functions.

Additional information on the Combined Authority's transparency and accountability arrangements is set out in Appendices xx, xx and xx.

**Appendix xx** provides information about the membership arrangements of the Combined Authority.

### 3.1 The LEP Board

The LEP is responsible for setting strategic direction and will hold partners to account in the delivery of the strategic objectives. Responsibility for LEP decision-making rests with its LEP Board<sup>6</sup>.

Key roles and responsibilities of the LEP Board can be found at Appendix xx setting the strategic direction for the sustainable economic growth of the City Region economy;

- proposing key objectives and investment priorities to deliver the overall vision and strategy of the LEP;
- overseeing the continued delivery of the SEP along with the transition to and implementation of the SEF during 2020;
- leading the development of Enterprise Zones (EZs) in the City Region;
- agreeing funding criteria, leading and coordinating funding bids and leveraging funding from the private and public sector to support the delivery of agreed LEP priorities;
- working with the Combined Authority to set the forward strategy for attracting new financial and business investment into the area;
- jointly approving a Business Plan and performance reporting with the Combined Authority on its plans along with the SEP and SEF;
- influencing key sub-regional, regional, national and international strategies;
- publishing an annual report;
- providing a link to Government on all aspects of the LEP's work.

Additional information on the LEP's transparency and accountability arrangements is set out in Appendices, 1, 2 and 3.

Agendas, reports and minutes of the LEP Board are published on the [Combined Authority website](#), which is also accessible from the LEP website.

The [LEP Board procedure rules](#) and [Access to Information Annex](#) set out the details on decision-making including quorum arrangements for meetings of the LEP Board. All meetings of the LEP Board are open to the public (including the LEP's annual meeting), except to the extent that the public are excluded in relation to confidential or exempt information, in accordance with the Procedure Rules and Access to Information Annex<sup>7</sup>.

A process for the LEP Chair to take urgent decisions outside of LEP Board meetings is set out in the [LEP Constitution](#). This provides for any such decisions to be reported to the next meeting of the LEP Board and recorded and published in the minutes of that meeting. This power may be exercised, for example, to approve

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<sup>6</sup> The LEP Board may delegate decisions in accordance with the LEP's Constitution and the LEP Board's Procedure Rules

<sup>7</sup> The Cities and Local Growth Area Lead has an open invitation to attend meetings as an observer

amendments to the LEP governance documents, in order to comply with government requirements.

The business at each LEP Board meeting also includes receiving the minutes of, or an update from, the Combined Authority and any relevant Combined Authority advisory committee or panel.

### 3.2 Decision-making committees

In addition to the Combined Authority and LEP Board, the following committees have decision making powers:

<p><b>Transport Committee</b></p>	<p>The Transport Committee has authority to progress schemes through the assurance process.</p> <p>In relation to transport-related investment, the Committee also has a specific role in liaising with the West Yorkshire and York Investment Committee to promote the strategic alignment of regional transport funding investment.</p> <p>More generally, in accordance with the policies and strategies set by the Combined Authority, the Transport Committee meets to consider matters relating to its statutory transport functions. The Committee also oversees, and has strategic oversight of, public transport revenue expenditure funded by the West Yorkshire transport levy.</p> <p>The Committee has authority to approve individual schemes within the Integrated Transport Block of the Capital Programme, up to a maximum cost of £3 million. (For schemes over £3 million, approval is given by the Combined Authority).</p> <p>The terms of reference, membership of the Committee, the dates of future meetings and agenda items can be found <a href="#">here</a>.</p>
<p><b>West Yorkshire &amp; York Investment Committee</b></p>	<p>The West Yorkshire and York Investment Committee has authority to progress schemes through the assurance process, as set out in section xx below.</p> <p>In relation to transport-related investment, the Committee also has a specific role in liaising with the Transport Committee to promote the strategic alignment of regional transport funding investment.</p> <p>The Committee is also authorised to advise the Combined Authority in relation to any function of the Combined Authority relating to economic development and transport-led regeneration. This includes advising on proposed funding submissions and reviewing the impact of schemes funded by the LEP and the Combined Authority.</p>



	<p>The Committee has authority to make any decision to progress a scheme<sup>8</sup> under the Assurance Framework<sup>9</sup> in accordance with any bespoke approval pathway and approval route for the scheme<sup>10</sup>, as delegated by the Combined Authority.</p> <p>The terms of reference, membership, future meeting dates and agenda items of the Committee can be found <a href="#">here</a>.</p>
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### 3.3 Advisory Panels to the LEP and Combined Authority

The following advisory panels appointed by the Combined Authority<sup>11</sup> report to the LEP. Their focus is on policy development, including criteria for the allocation of LEP funding. Panels are usually chaired by a LEP Board representative.

<b>Business Investment Panel</b>	<p>This panel has a key role in the assurance process for the appraisal of business grants and loans in the City Region, advising the Investment Committee and the LEP Board in relation to economic development loans and grants.</p> <p>The terms of reference, membership, meeting dates, agenda items and minutes of the Panel can be found <a href="#">here</a>. An advisory sub-committee of the West Yorkshire and York Investment Committee (see below), this Panel has representatives from the private sector and local authorities, some of whom are members of the LEP Board.</p>
<b>Business Innovation and Growth Panel</b>	<p>This panel advises the LEP and the Combined Authority in relation to business growth, including business support, innovation, digital, trade, and inward investment. Made up of representatives from the private sector, universities, policymakers and delivery partners, this Panel ensures that work is driven by the needs of business.</p> <p>The terms of reference, membership, meeting dates, agenda items and minutes of the Panel can be found <a href="#">here</a>.</p>
<b>Employment and Skills Panel</b>	<p>This Panel brings employers together with local authority representatives and skills providers. It carries out the role of Skills Advisory Panel for the LEP, and advises the LEP and the Combined Authority in relation to employment and skills within the City Region, for example, projects to address skills gaps in the City Region's key industry sectors and create local leadership that</p>

<sup>8</sup> Including determining change requests

<sup>9</sup> After decision point 1 (SOC) only

<sup>10</sup> With the exception of those cases where the decision would result in a revised financial approval which exceeded the cumulative total of the financial approval and tolerance threshold agreed by the Combined Authority at decision point 1 (SOC), or decision point 2(OBC) by more than 25%, in which case the decision must be taken by the Combined Authority.

<sup>11</sup> These are advisory committees of the Combined Authority



	<p>drives improvements in skills and employment. The panel's work is driven by the needs of employers and the City Region's economy.</p> <p>The terms of reference, membership, meeting dates, agenda items and minutes of the Panel can be found <a href="#">here</a>.</p>
<b>Green Economy Panel</b>	<p>This Panel brings together local authority and private sector representatives in the City Region, to advise the LEP and the Combined Authority in relation to environmental sustainability and achieving a net zero-carbon economy in the City Region.</p> <p>The terms of reference, membership, meeting dates, agenda items and minutes of the Panel can be found <a href="#">here</a>.</p>
<b>Place Panel</b>	<p>Comprising local authority and private sector representatives, this Panel advises the LEP and the Combined Authority on promoting the quality of place in the City Region, including relation to housing growth, quality and regeneration, infrastructure planning, strategic land use and asset management, sustainable development and enterprise zones.</p> <p>The terms of reference, membership, meeting dates, agenda items and minutes of the Panel can be found <a href="#">here</a>.</p>
<b>Inclusive Growth and Public Policy Panel</b>	<p>This Panel advises the LEP and the Combined Authority in relation to securing inclusive growth throughout the Leeds City Region.</p> <p>The terms of reference, membership, meeting dates, agenda items and minutes of the Panel can be found <a href="#">here</a>.</p>

### 3.5 Other committees of the Combined Authority

The Combined Authority also has the following committees.

<b>Overview and Scrutiny Committee</b>	<p>This is a statutory committee of the Combined Authority which reviews and scrutinises decision-making by the Combined Authority (including in its role as accountable body for the LEP) and the LEP . See further section 3.8 for more detail.</p> <p>The terms of reference, membership, meeting dates, agenda items and minutes of the Committee can be found <a href="#">here</a>.</p>
<b>Governance and Audit Committee</b>	<p>This committee fulfils the Combined Authority's statutory requirement to appoint an audit committee. It also carries out functions relating to promoting standards of conduct. See further section 3.7</p> <p>The terms of reference, membership, meeting dates, agenda items and minutes of the Committee can be found <a href="#">here</a>.</p>
<b>Leeds City Region</b>	<p>This committee provides a forum to bring together local authority representatives from all the Leeds City Region authorities, to</p>

<b>Partnership Committee</b>	<p>facilitate direct collective engagement with the Combined Authority, as the LEP's accountable body.</p> <p>The Committee advises the Combined Authority in relation to its role as accountable body. It also acts as a consultative forum on any matter referred to it by the Combined Authority, which may include matters raised by local authorities not represented on the Combined Authority, or by the LEP Board.</p> <p>The terms of reference, membership, meeting dates and agenda items of the Committee can be found <a href="#">here</a>.</p>
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### 3.5.1 Business Communications Group

This group reports to the LEP Board. It is made up of spokespeople from key business representative organisations in the City Region. They play an active role in supporting business growth in the region by helping to coordinate effective communications between the LEP and the business community. They also act as an advisory group to the LEP Board, consulting with their members on barriers to growth and ensuring businesses are at the heart of all of activities.

The Chair of BCG is the identified LEP Board member to represent the SME business community.

The full list of membership can be found [here](#).

### 3.6 Investment Decisions

All investment decisions are made by reference to:

- the SEF and the ambitions of the Local Industrial Strategy;
- statutory requirements;
- any grant conditions attached to funding;
- local transport objectives
- funding programme objectives;

Decisions are based on merit, taking into account all relevant information.

All investment decisions are taken in accordance with the assurance process stages and activities, subject to agreed exceptions (such as bids to Government/ re-prioritisation, small grant programmes, e.g. business growth grants and loans, where alternative arrangements are in place).

Section 5 sets out in detail the assurance process for schemes, and the decision points that take place at the end of each activity.

The Combined Authority must take any investment decision which has not been delegated to either the Transport Committee, the West Yorkshire and York Investment Committee or the Managing Director, including those decisions where a scheme has fallen outside of the tolerances identified by the Combined Authority.

Before taking any funding decision, a decision-maker needs to be satisfied that the Assurance Framework has been complied with. The Combined Authority's Programme Appraisal Team (PAT) has a key role in ensuring compliance with the Assurance Framework, see further Section 5 below.

The specific decision-making authority of the Transport Committee and the West Yorkshire and York Investment Committee in relation to progressing schemes under the Assurance Framework are shown in Section 3.2.

Any investment decision taken by the Managing Director under delegated authority, is usually taken in consultation with the Combined Authority's Senior Leadership Team. The Managing Director reports their delegated decisions to the West Yorkshire and York Investment Committee.

### 3.7 Growth Service, Economic Development Loans and Business Grants

There are currently specific arrangements in place in relation to the approval and appraisal of business grants and economic development loans.

<b>Growth Service</b>	<p>The Growth Service for the City Region is funded directly from the Department for Business, Energy and Industrial Strategy (BEIS), with £512,500 awarded for 2019/20 and 2020/21. Additional funding of £1.7m has been secured from the European Regional Development Fund (ERDF) from April 2019 to March 2022.</p> <p>19 SME Growth Managers operate within the City Region's local authority partner councils. 8.5 are fully funded through ERDF funding and 10.5 are funded on a 50/50 basis with BEIS funding which is matched by the local authorities who also employ them. Detailed progress on the Growth Service project is reported on a quarterly basis to the Business Innovation and Growth (BIG) Panel and on a 6-weekly basis to the LEP Board by the BIG Panel Chair. There is also a private sector lead on the BIG Panel for the Growth Service, who is the owner of a small business. The BIG Panel is responsible for reviewing whether the project's output and expenditure targets are met and for identifying and addressing risks and opportunities. In addition, detailed six-monthly reports and quarterly financial claims are sent to BEIS and the Ministry of Housing, Communities and Local Government in respect of the ERDF funding.</p>
<b>Economic Development Loans</b>	<p>Using a framework set out by the LEP, decisions are taken about entering into economic development loans for the Growing Places Fund <sup>12</sup>(and any successor funds to be established), following consideration of the recommendations made by the <b>Business Investment Panel</b> (which has public and private sector</p>

<sup>12</sup> Growing Places Fund loans are not currently available, but the LEP and Combined Authority is now reviewing its approach in this area of activity with the intention of launching new products later in 2020/21.

representatives) and the **West Yorkshire and York Investment Committee**. The Combined Authority approves projects and the loan amount in principle and the Managing Director under their delegated authority finalises and approves the details, following appropriate due diligence.

If there is an objection or issue in relation to an application, the Managing Director refers the application back to the Combined Authority for further consideration.

The Managing Director reports decisions on loans and grants made under delegated authority to subsequent Combined Authority meetings.

Arrangements in relation to **economic services grants** are set out in Appendix 4 of the Assurance Framework. In addition, arrangements relating to the principles for ESIF Sustainable Urban Development (SUD) purposes are set out in Appendix 5.

## 4. Transparency, Accountability and Local Engagement

The Combined Authority and the LEP are mindful of the need to build the trust and confidence of stakeholders and the public, in relation to the ability to take investment decisions. Promoting transparency in its decision making is a key part of this. We are committed to keeping records which demonstrate that all legal obligations are met, and all other compliance requirements placed upon us, and these are accessible as set out below.

The Combined Authority designates a statutory **Monitoring Officer** who is responsible for ensuring that decisions conform to the relevant legislation and regulation<sup>13</sup>. This role is carried out by the Combined Authority's Head of Legal and Governance Services, who is responsible for providing legal advice to the Combined Authority and the LEP. A key part of the Monitoring Officer's role is ensuring that the legal responsibilities of the Combined Authority as accountable body in relation to ensuring the transparency provisions are met, as set out below.

The Monitoring Officer also has a key role in relation to conduct, including maintaining and publishing registers of interest for the Combined Authority and the LEP – see further below.

### 4.1 Publication of information

The Combined Authority website, which is accessible from the LEP website, contains details on our strategies and information relating to progress on delivery of all programmes. An overview of all scheme business cases and evaluation reports are published on the [Combined Authority website](#). These project pages also include links to relevant news articles. Summaries of business cases to be considered by the West Yorkshire and York Investment Committee as part of the assurance process are published electronically ahead of meetings. There are exceptions to this rule in respect of commercial confidentiality.

Agendas and reports (except any information which is confidential or exempt), are published five clear days before a meeting. Minutes of each meeting are published in draft within ten clear working days of a meeting taking place. The final minutes are published within ten clear working days of being approved.

### 4.2 Combined Authority transparency arrangements

Specific statutory requirements apply to the Combined Authority in relation to transparency. Additionally, the Combined Authority also complies with a number of good practice recommendations. The key arrangements in place are:

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<sup>13</sup> The Monitoring Officer is required by law to formally report to the Combined Authority where it appears to the Monitoring Officer that any proposal, decision or omission of the Combined Authority is unlawful or amounts to maladministration.

- the public's right to attend meetings and inspect documents of the Combined Authority as set out in its Procedure Standing Orders
- meetings of the Combined Authority are live streamed, enabling the public to watch the meeting over the internet
- notice of any up and coming key decision will be published on the Combined Authority website twenty-eight days in advance of the decision [here](#)
- agendas and reports of meetings of the Combined Authority and its committees (including advisory panels) are available to the public on its website, five clear days before a meeting [here](#)
- minutes of meetings are published on the Combined Authority website [here](#)
- business case summaries of all projects/programmes coming forward for a decision are published on its website. Summaries of projects/ programmes can be found [here](#)
- key decisions taken by officers are published on the Combined Authority website [here](#)
- The Combined Authority adheres to the Local Government Transparency Code which requires the publication of additional data
- The business at each ordinary meeting of the Combined Authority includes receiving the minutes of the LEP for information.

### 4.3 Diversity Statement

Leeds City Region is committed to achieving diversity and equality of opportunity both as a partnership and as a commissioner of services. The LEP promotes equality of opportunity and does all it can to ensure that no member of the public, service user, contractor or staff member working within a partner organisation will be unlawfully discriminated against. The Equality and Diversity Policy including Diversity Statement can be found [here](#).

### 4.4 Requests for information and Data Protection

The Combined Authority is subject to the Freedom of Information Act 2000 and the Environmental Information Regulations 2004 and responds to statutory information requests in accordance with approved procedures.

The Combined Authority also deals with any requests for information from the LEP on its behalf, in accordance with the same procedures. Further information on the Combined Authority's Freedom of Information/Environmental Information Regulations & Transparency Policy can be found [here](#).

The Combined Authority is subject to the General Data Protection Regulation and Data Protection Act 2018 and must by law appoint a Data Protection Officer (DPO). The DPO<sup>14</sup> assists the Combined Authority on the monitoring of compliance with the data protection legislation, advises on data protection obligations, provides advice regarding Data Protection Impact Assessments and is the contact point for data subjects and the supervisory authority.

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<sup>14</sup> The DPO sits within the Combined Authority's Legal and Governance Services team



The LEP and Combined Authority respect and are committed to compliance with the Data Protection legislation. The privacy notice can be found [here](#).

Requests made by data subjects under the General Data Protection Regulation and Data Protection Act 2018 will be dealt with in accordance with approved procedures.

The Combined Authority's Data Protection and Confidentiality Policy can be found [here](#)

#### **4.5 Use of resources and accounts**

The use of resources by the Combined Authority are subject to the usual local authority checks and balances, including the financial duties and rules which require councils to act prudently in spending. These are overseen by the Combined Authority's Section 73 Chief Finance Officer<sup>15</sup>, its Director of Corporate Services. This post has statutory responsibility to administer the Combined Authority's financial affairs and is responsible for ensuring that funding is used legally and appropriately. The Section 73 Chief Finance Officer's role extends to the LEP - see further Section 2.4 above and Appendix 2. All reports to the LEP Board must include any written advice on the matter provided by the Combined Authority's Section 73 Chief Finance Officer and Monitoring Officer.

The Combined Authority has clear accounting processes in place to ensure that all funding sources are accounted for separately and that funds can only be used in accordance with formal approvals made under the LEP and Combined Authority decision making arrangements.

The Combined Authority has a statutory duty to keep adequate accounting records and prepare a statement of accounts in respect of each financial year. This statement of accounts is published [here](#) usually in June in draft and in July as fully audited, although this may change in accordance with legislative requirements. The statement will cover expenditure from the Local Growth Fund and other funding sources received from Government. A separate financial statement for LEP expenditure is published annually in line with the timeframe for the statement of accounts.

The Combined Authority will publish a public notice each year, setting out a specific period during which any person may inspect and make copies of the Combined Authority's accounting records for the financial year.

During the same period, the local auditor must give a local government elector (someone registered to vote in the local elections) within West Yorkshire (or their representative) an opportunity to question the external auditor about the accounting records, and objections may be made to the auditor about any relevant item.

#### **4.6 Audit**

The Combined Authority complies with statutory requirements relating to audit arrangements, principal elements of which are:

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<sup>15</sup> Appointed under Section 73 of the Local Government Act 1985

- appointing an **audit committee**
- inspection by **external auditors**
- adopting **internal audit arrangements**

These audit arrangements apply to the LEP and to LEP funding in respect of which the Combined Authority is the accountable body.

The Combined Authority's Governance and Audit Committee fulfils the requirement to appoint an **audit committee**. By law this must include at least one independent person. The membership now includes two independent persons and one of these has been appointed to chair the Committee in the current municipal year.

The terms of reference, membership, meeting dates, agenda items and minutes of the Committee can be found [here](#).

An annual independent audit is conducted by **externally appointed auditors** ensuring the Combined Authority operates a robust financial management and reporting framework, including in relation to the LEP.

The Combined Authority's **internal audit** function carries out independent and objective appraisals of relevant systems and processes, including ensuring that effective procedures are in place to investigate promptly any alleged fraud or irregularity. The Combined Authority's internal auditors provide assurances to the Combined Authority (through its Governance and Audit Committee, the Section 73 Chief Finance Officer) and to the LEP.

The Combined Authority's financial regulations set out further detail in relation to the Combined Authority's audit arrangements (found [here](#)).

#### 4.7 Risk Management

Risk is managed in line with HM Treasury 'Orange Book' Guidance on the Principles and Concepts of Risk.

The LEP has agreed that the Combined Authority through the Section 73 Chief Finance Officer, manages risk on the LEP's behalf. The Combined Authority recognises that effective risk management is an integral part of good corporate governance and as such should be a part of everyday management processes. The Combined Authority is committed to ensuring the robust management of risk, and as such a corporate risk management strategy is in place to set out a consistent approach to all risk management activities undertaken throughout the organisation. This includes the Combined Authority's risk appetite statement, which is based on risk category. The Risk Management strategy can be found [here](#).

#### Identification and Assessment of Risk

Full project-level risk analysis and mitigation plans are required for each scheme when developing their business case. These are required to comply with the CA risk strategy and are assessed as part of the appraisal process set out in this Assurance Framework.



Robust processes for the identification, analysis and management of risks is contained within the Combined Authority's Risk Management Strategy and supporting documents. These provide details on the regularity with which to review risks and guidance for effective risk identification, assessment and escalation.

A summary of the organisation's Corporate Risk Register is provided at each meeting of the Combined Authority and LEP Board meeting, which highlights any changes since previous review and any significant developments in risk management processes.

#### 4.8 Scrutiny

To secure independent and external scrutiny of decisions, the Combined Authority's statutory Overview and Scrutiny Committee reviews and scrutinises decision-making by the LEP and by the Combined Authority.

No member of the Combined Authority or the LEP may be appointed to the Committee. The terms of reference, membership, meeting dates, agenda items and minutes of the Committee can be found [here](#).

The Committee may produce independent reports and make recommendations on any matter considered by the LEP or relating to LEP governance. It may also review or scrutinise any Combined Authority decision in its role as accountable body for the LEP.

The LEP may also seek input from the Committee on any issue relating to policy and strategy development, or otherwise.

The Committee operates in accordance with Scrutiny Standing Orders, which can be found [here](#). These provide for the committee to require any member of the Combined Authority (including the LEP Member or a Chair of any committee or Panel) to attend to answer questions or provide information.

The LEP and the Combined Authority receive an annual report from the Committee at their annual meetings.

Further details on the LEP's agreement with the Combined Authority (in its role as Accountable Body) in respect of scrutiny arrangements are set out in Appendix 1.

The Overview and Scrutiny Committee has a specific power, in accordance with its Scrutiny Standing Orders, to "call in" decisions<sup>16</sup> for further scrutiny after they are made. If the threshold of five scrutiny members, with at least two from different local authority areas, is met the Committee may instruct that the implementation of a decision be deferred while post-decision scrutiny takes place and make recommendations to the decision maker.

Following the publication of new statutory scrutiny guidance by the Government in May 2019, the Committee began an internal review of the effectiveness of current

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<sup>16</sup> Including investment decisions at decision point 1 of the assurance process.

scrutiny arrangements in order to strengthen its role in undertaking pre-decision scrutiny of impending project approvals and projects in delivery. The Committee aims to finalise their review in late 2020.

The pre-decision scrutiny review process serves as an important function in parallel to the assurance process, not as an additional step to delay the progress of projects in development as a matter of course.

#### **4.9 Code of Conduct**

##### **The LEP Board**

The LEP is committed to ensuring that LEP Board members and officers demonstrate the highest standards of conduct, and act solely in the public interest. All LEP Board members are subject to a LEP Board Members' Code of Conduct [here](#) which reflects the Nolan Principles of public life.

The LEP Board Code of Conduct also requires LEP Board members to declare and register:

- acceptance or receipt of an offer of a gift or hospitality
- specific pecuniary and non-pecuniary interests

A register of the interests disclosed by each LEP Board member is accessible from the [LEP website](#) and published on the [Combined Authority website](#). The Code sets out comprehensive requirements in relation to declaring interests at meetings, and the circumstances in which a conflict of interest will preclude a LEP Board member from participating in decision-making.

At the beginning of each meeting, all members present are asked to declare any potential conflict of interest. These declarations are minuted.

The LEP has also approved arrangements under which allegations that the Code of Conduct has been breached can be investigated and for making decisions on such allegations. These can be found [here](#).

##### **The Combined Authority**

Statutory provisions require the Combined Authority to adopt a Members' Code of Conduct which applies to members of the Combined Authority and to voting members of committees and panels appointed by the Combined Authority, including the advisory panels which report to the LEP. The Code sets out the conduct expected of members, including procedures for declaring and registering:

- acceptance or receipt of a gift or hospitality
- disclosable pecuniary interests, which are defined by the code

The Code is publicly available [here](#).

Failing to comply with requirements for registering and disclosing pecuniary interests may be a criminal offence.

Members' interests are publicly available on the Combined Authority website through each of the Committee home pages [here](#).

The Combined Authority has also approved arrangements under which allegations that the Code has been breached can be investigated and for making decisions on such allegations. This can be found [here](#).

## **Officers**

Combined Authority officers serve both the LEP and the Combined Authority. Officers must comply with the Combined Authority's Code of Conduct for Officers, which also reflects the Nolan Principles of public life and requires officers to register personal and prejudicial interests. Officers also need to comply with a Gifts and Hospitality policy. Failure to comply with the Code may lead to disciplinary action.

Senior officers and other officers involved in advising on LEP decisions are also required to complete and keep under review a separate LEP Officer register of interests. The register of the LEP's Chief Executive Officer is published on the LEP website [here](#).

### **4.10 Conflict of Interest**

The Combined Authority and the LEP have adopted a Conflicts of Interest Policy which provides an overview of how conflicts of interest are managed. Appended to the Policy is a Conflicts of Interest Protocol: loans or grants to businesses which sets out a process which the LEP and the Combined Authority follow to demonstrate that applications from businesses for loans or grants are dealt with in an impartial, fair and transparent way [here](#).

### **4.11 Complaints Policy**

The LEP has adopted a confidential complaints procedure, which can be found [here](#). The Combined Authority will also consider any complaints received in accordance with its agreed complaints procedure, which can be found [here](#).

Any complaints about the LEP will be dealt with in accordance with the approved complaints process.

### **4.12 Whistleblowing Policy**

The LEP has adopted a whistleblowing policy, which can be found [here](#). The Combined Authority has also adopted a whistleblowing policy, which can be found [here](#) to investigate and resolve any case where it is alleged by stakeholders, members of the public or internal whistle-blowers that the Combined Authority is acting in breach of the law, failing to adhere to the framework or failing to safeguard public funds.

### **4.13 Resources and Capabilities**

The LEP and the Combined Authority ensure that members and officers have the capacity and capability to deliver their respective roles. They support people to develop their expertise and update it to take account of developments.

The Combined Authority has the necessary staff resource with the necessary key functions to enable it to:

- manage the process, including supporting business case development
- carry out programme and project appraisal
- co-ordinate and manage the decision process (e.g. time of meetings and associated paperwork)
- oversee the delivery, monitoring and evaluation of schemes (e.g. benefits realisation management, financial and resource management, risk)

The Combined Authority draws on external expertise and technical support such as financial, economic, property, legal and evaluation advice, for example through consultancy frameworks or from partner organisations including Homes England, local authorities, Skills Funding Agency and others

#### 4.14 Local Engagement

Engagement with stakeholders and the wider public is regarded as a central part of the process to develop, monitor and implement strategies, funding programmes and all other aspects of the work of the Combined Authority and the LEP.

To support this process, a set of consultation and engagement protocols have been developed and the Consultation and Engagement team work with colleagues to ensure these principles are applied in any consultation and engagement activities that are undertaken. As well as carrying out insightful and robust consultation and engagement activities, relevant legislation must be adhered to. Partners are encouraged to adhere to these protocols where possible.

Engagement with stakeholders and the wider public is as inclusive as possible, using the following principles:

- Stakeholders and members of the public are aware of the approach to consultation and activities;
- Stakeholders and members of the public are able to have their say on proposals when they are still at a formative stage;
- Consultation is open, transparent and accessible;
- The consultation process is well planned, managed and coordinated and achieves value for money;
- Consultation is effective, meaningful and of a consistently high quality; and
- Consultation feedback is properly considered, and outcomes are reported in a timely way.

To support any face-to-face engagement, a digital engagement hub ([yourvoice](#)) has been developed that enables information to be shared and feedback sourced electronically in a more interactive way. Tools available to use include surveys, Q&A, mapping, polls, forums, guest books, newsfeed, ideas and stories.

Stakeholders are engaged in all work that the LEP and Combined Authority undertake. Regular updates are provided to existing panels and committees such as

the District consultation sub committees. As part of the LEP's work with business, a Business Communications Group has been established, made up of representatives from key business organisations in the City Region. The group plays an active role in supporting business growth in the region by helping to coordinate effective communications between the LEP and the business community. The group also acts as an advisory group to the LEP Board; consulting with their members on barriers to growth and ensuring businesses are at the heart of all activities.

A Partnership Strategy has been developed and engagement and communication with partners takes place through a range of channels, including social media, press releases, websites, events and e-newsletters. Social media has been used particularly effectively for informal engagement on policy, future strategy and project development.

New methods to engage with key stakeholders, businesses and the public are continually sought, and effectiveness and lessons learnt are monitored.

#### **4.15 Arrangements for collaborative cross-LEP working**

The LEP is committed to collaborating across boundaries, where interests are aligned when developing strategies and interventions to maximise their impact across their different objectives. This helps to ensure a more efficient use of resources and secure a better outcome than operating in isolation.

There are a number of areas where the LEP works closely and interfaces with neighbouring and other regional LEPs. These include:

- regular meetings (currently monthly) of the NP11 group of pan-Northern LEPs – at LEP Chair and Director level and between communications leads
- active participant of the LEP Network at Chair, Director and operational levels to share best practice, influence policy design and identify opportunities for collaborative communications
- officers from neighbouring Yorkshire LEPs meet regularly to discuss approaches to business support (including the Northern Powerhouse Growth Hub Network), Brexit and energy.
- Yorkshire Hubs collaborated on the Northern Powerhouse Investment Fund, including regular meetings to determine contributions from their ESIF allocations
- through Transport for the North, where there is a significant degree of cross-LEP collaboration, from the Partnership Board through to officer working group meetings around Northern Powerhouse Rail, Strategic Transport Plan and Roads Strategy
- Core Cities forums, which take place 4 times a year, covering a wider spectrum of national policy issues
- the LEP is also invited to attend the Sheffield City Region Combined Authority as an observer, given the close links between the two functional economies
- joint working on the Resource Efficiency Fund with the York, North Yorkshire and East Riding Enterprise Partnership

- joint working on the local industrial strategies with the York, North Yorkshire and East Riding Enterprise Partnership

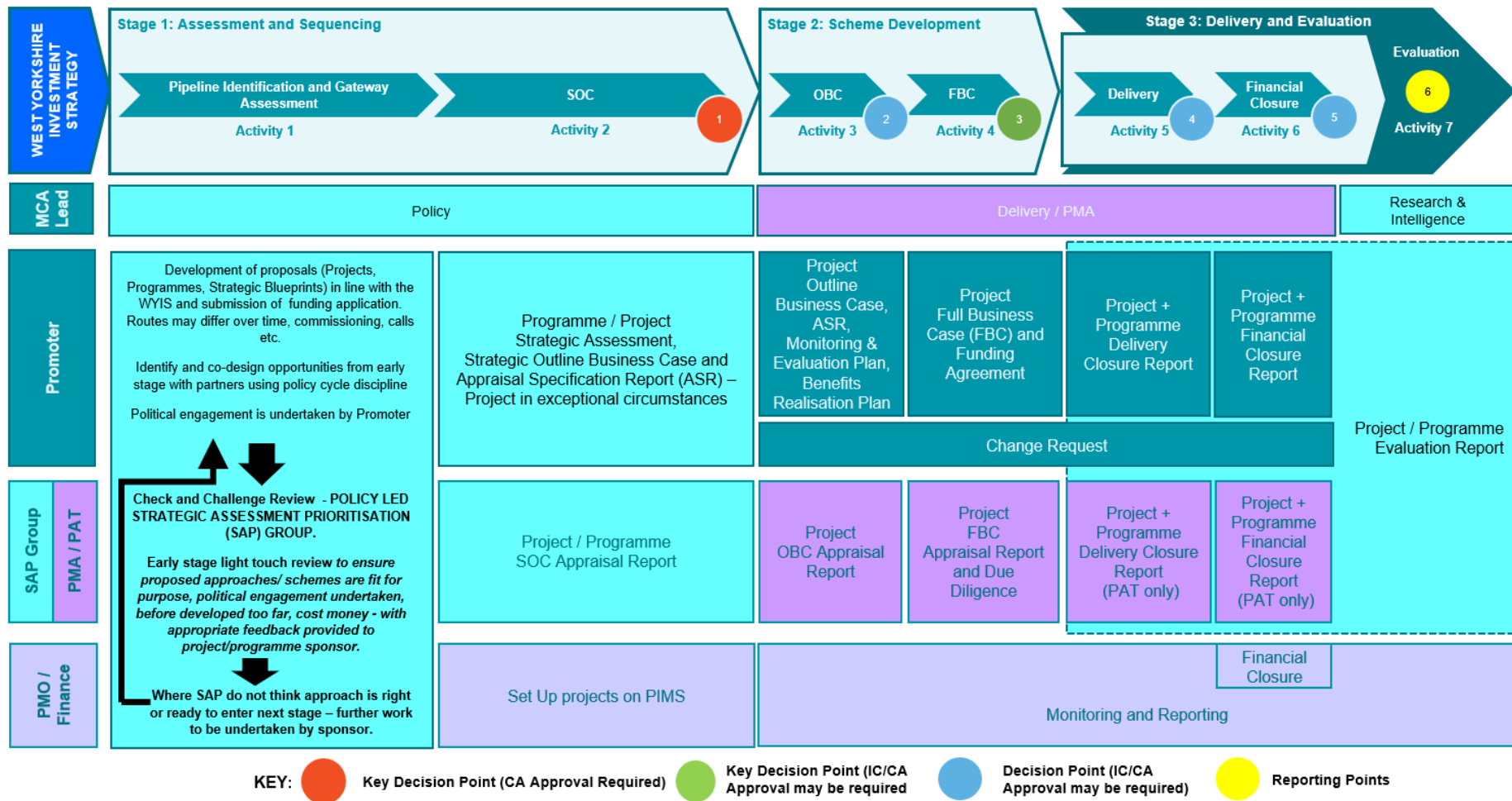
The LEP collaborates with other neighbouring LEPs on many areas of its businesses and details about these collaborations, and further potential opportunities, are regularly reported to the LEP Board.

## **5. Assurance Process**

### **5.1 Leeds City Region Assurance Process**

**Figure xx: Assurance Process**

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### 5.3 Stage 1, Assessment and Sequencing

#### **Activity 1: Pipeline Identification and Gateway Assessment:**

Schemes will be assessed on a case by case basis by the policy team and the Strategic Assessment Prioritisation Group (SAP Group) to determine if the schemes presented are eligible to proceed to presenting a SOC as part of assurance. This is carried out by assessing strategic fit with the current priorities of the Combined Authority SEF and its deliverability of the headline indicators. The SAP Group will recommend the most appropriate assurance pathway by providing a Strategic Assessment (SA) decision notification; that serves the needs of the Combined Authority in carrying out the correct level of assurance, which may or may not include entry in to the appraisal stream.

By exception an individual project may come through the assurance process at Stage 1.

#### **Activity 2: Strategic Outline Business Case (SOC):**

Eligible schemes will enter the appraisal system as a programme SOC whereby it will be appraised by the PMA team, a minimum appraisal methodology (Appraisal Specification Report) will be agreed based on the proportionality principles set by the authority and the approval route reviewed for **Stage 2, Development** of OBC and/or FBC will also form part of DP1. Reports will be presented on the scheme for recommendation to Programme Appraisal Team (PAT) for approval at: Investment Committee (IC) and Combined Authority (CA) at the end of this stage (decision Point 1) where scope of recommendations, methodologies, approval routes, programme tolerance levels set and development funding for future stages is approved.

#### 5.3.1 Criteria for prioritisation

Prioritisation of schemes will all fall under the SEF priorities and be subject to identification by the LEP and directorates of the CA and through Calls for proposals. This part of the Framework also briefly describes the method for prioritising investment and assessment criteria.

##### 5.3.1.4 Assessment criteria

The assurance process will inform decision-making by providing an objective, transparent and rigorous system of appraisal to assess programmes and individual projects objectively. It is a flexible process that can be adapted to the specific nature, scale, and scope of the project and/or programme. It sets out how all City Region projects and programmes such as housing, regeneration, transport, low carbon, skills and innovation, or anything else that comes to the LEP and the Combined Authority for consideration, will be appraised and evaluated based upon the evidence provided.

The assurance process will be applied to the assessment of all projects and programmes funded from Government or local sources that flow through the LEP and the Combined Authority, drawing on national guidance (e.g. Green Book, Treasury five cases, TAG and MHCLG Appraisal Guidance).



## 5.4 Stage 2: Scheme Development

The Combined Authority appraisal function is headed by the Director of Delivery, who also has overall responsibility for ensuring value for money of schemes and programmes is realised.

Appraisal at Stage 2 will consist of the following:

- each scheme will be assigned an impartial Lead Appraiser when it enters the appraisal process.
- The promoter will submit the stage 2 business case template into the CA based on the Agreed ASR and minimum submission requirement,
- the Lead Appraiser will be responsible for the appraisal of that scheme using a Red, Amber, Green (RAG) based system in two phases initial appraisal where clarifications are sought from the promoter and final appraisal based on the clarifications.

The PMA team will also review the pathway through to **Stage 3, Delivery, and Evaluation** based on the scheme remaining within tolerance set by the CA at Stage 2.

Delegated authority from the CA will be granted to the (IC), (MD) or (DoD) to include scope of recommendations, conditions related to contract award via agreed price, which subject to endorsement by the Programme Appraisal Team (PAT) to approve spend where a scheme remains within tolerances between FBC DP3 and procurement of contractors for delivery (Activity 4) . Schemes outside of tolerance will subsequently be required to resubmit their scheme which will be presented back to the Combined Authority, who also act as the accountable body for LEP schemes and funding streams for continuance approval.

Depending on the cost, complexity and risk of a scheme, the IC, MD or DoD may request that a scheme is referred back at subsequent decision points for their recommendation to progress along the assurance process in advance of appraisal decision. The Combined Authority may delegate further decisions to the Investment Committee, to the Combined Authority Managing Director, or the Director of Delivery to facilitate speeding up the delivery of schemes that are considered to be proportionately mid-low cost or of lower risk; which remain within prescribed tolerances.

## 5.5 Stage 3: Delivery and Evaluation

Need explanation of Stage 3 and Activity 5 and 6

## 5.6 When will schemes be assessed?

It is expected that discussions between the scheme promoter and the LEP/Combined Authority will be an ongoing and iterative process.

As part of the (SOC) approval, timescales for the approval of future decision will be agreed and set out between the promoter and LEP/Combined Authority.

## 5.7 Appraisal proportionality

The level of appraisal will be proportionate to the nature, scope, impact and risks of each project and/or programme. For example, where a scheme carries greater risk and/or is more complex with considerable impact on society as a whole and on environment, the intensity of the appraisal will reflect this. This is not simply a matter of the financial scale of a project but will also need to take account of how the project is structured, its processes and dependencies. The capital-intensive nature of transport projects and the accompanying high costs and significant direct impact on society and environment will mean that transport schemes will have different thresholds in terms of how they are treated.

The approach to appraisal is to be set out in the Appraisal Specification Report (ASR) following guidance and should be agreed with the responsible officer of the Combined Authority.

## 5.8 Methodology to assess value for money

The range of toolkits (HMT Green Book, MHCLG guidance etc) are used to demonstrate the wider economic benefits and value for money in order to assess the business case for a scheme. In line with recognised VfM guidance, the assessment will consider:

- **Economy:** Minimising the cost of resources used
- **Efficiency:** The relationship between the output from goods or services and the resources to produce them
- **Effectiveness:** The relationship between the intended and actual results of public spending (outcomes and meeting objectives)
- As set out in the LEP National Local Growth Assurance Framework guidance, the methodology used to assess VfM will be in line with the established guidance prescribed by the relevant government department:

### 5.4.4 Compliance with Department for Transport's TAG guidance

All transport schemes will be subjected to the minimum requirements on modelling and appraisal, Value for Money (VfM) statement, assurance and evaluation, as set out in the National Assurance Framework Guidance (LEP and Single Pot).

The modelling and appraisal work will be scrutinised to ensure it has been developed in accordance with TAG, is robust, and is fit for purpose. A review panel made up of the senior officers of the Combined Authority, referred to as the Programme Appraisal Team, or PAT, will be used, so that appropriate and independent recommendations can be provided to decision makers. Responsibility for quality assurance of the assessment and scrutiny will rest with the Combined Authority's Head of Portfolio Management and Appraisal (PMA).

An Appraisal Specification Report (ASR) should be developed by the scheme promoter alongside the SOC (development) and agreed with the Combined Authority, which sets out how the scheme will be appraised.

In line with TAG, the promoter will not carry out any modelling and appraisal work for any activity in Stage 2 prior to ASR agreement with the Combined Authority's assigned officer. All evidence supplied as part of economic case in all activities in Stage 2 will be appraised against methodology set out in agreed ASR. An Appraisal

Summary Table (AST) and VfM Statement will be produced by following TAG and DfT's VfM guidance.

The Economic Appraiser will provide an assessment on the VfM Statement for decision makers, summarising as part of the appraisal. The conclusions from VfM assessment will take into consideration whether benefits outweigh the costs whilst identifying key risks and sensitivities that may affect the VfM conclusion. The experts will also set out what level of Analytical Assurance PAT and decision makers may attach to the VfM position based on quality of work, uncertainty in appraisal and risks.

- The justification of a projects recommendation for delivery with a sub 2 BCR will be set out in the reports seeking approval from the relevant decision maker.

#### 5.4.5 Estimating economic and wider benefits

All programmes and projects will be expected to have a positive (direct or indirect) impact on growth through job creation, skills improvement, increased productivity, and improved connectivity, to ensure that the good growth aspirations articulated in the SEF are realised. This also includes inclusive growth and clean growth aspirations.

Projects funded by the Combined Authority and the LEP are required to have a benefits realisation plan and a monitoring and evaluation plan as part of business case development. These should be produced as part of activity 2 (OBC) and refined and be in place at the end of activity 4 (FBC). Benefits realisation reporting together with the outputs from the monitoring and evaluation plan will be used to assess the effectiveness and impact of investing public funds and the extent to which projects are contributing to the overall objectives of the Combined Authority and the LEP. Net additional economic output measured by Gross Value Added (GVA) per pound invested is one of the measures that is used as a metric for determining whether a project delivers value for money. Other measures of value for money will be used where necessary or context specific to provide more information on the richness and scale of the potential impact of projects. Such measures include the Benefit: Cost ratio, total cost per job and total GVA per job.

A range of tools and models will be used to help estimate the direct, indirect and wider economic impact of scheme proposals in order to facilitate the prioritisation and decision-making process. It would be expected that the promoter engages with the Combined Authority on the approach and the preferred model/s to be used to appraise the economic benefits, reflecting the scheme context and scope. The Combined Authority are now in the process of procuring expert advice to frame and develop a robust quantifiable methodology (quantitative and qualitative) for assessing all new scheme's predicted carbon emissions / wider clean growth impacts, building on the recent work to strengthen how clean growth and climate change impacts are considered as part of all new schemes that come through the Combined Authority's Assurance Framework. This will include a review of all existing Combined Authority schemes and additional resource to support the development and implementation of the new assessments.

The qualitative assessment will seek to consider the strategic importance of the scheme (e.g. an assessment of how the scheme contributes to the priorities and ambitions of the SEP or SEF). This more qualitative assessment is particularly important for revenue programmes, the direct effects of which are traditionally more difficult to quantify.

The outcomes of the assessment of applications made in response to funding opportunities are reported to the LEP Board, the Combined Authority and the West Yorkshire & York Investment Committee.

#### 5.4.6 Reporting of appraisal findings

As outlined in Appendix X, the Programme Appraisal Team enter the assurance process at Stage 2 as shown in figure 8.1. This body critically reviews the case officer's appraisal report of schemes within stage 2 and makes recommendations to the relevant committees shown in table 3.4, which are then reported through the current Combined Authority governance arrangements for a formal decision.

#### 5.9 Due diligence assessment

Due diligence is the independent verification of key information and assumptions. The WYCA Programme Manager will perform this function as part of the contracting process. The purpose of due diligence is to protect all parties from acting on incorrect or impartial information.

Due diligence may be carried out at any point in the development of a scheme; however, it will be formally required as part of the Full Business Case submission. Depending upon the nature of the scheme, but could include:

- **Lending:** financial standing of delivery body, company ownership and creditworthiness, value of security offered and details of any existing charge, terms of loan including drawdown and repayment, consideration of State Aid
- **Recoverability:** projects need to demonstrate the income from which the loan will be repaid
- **Deliverability and risk:** confirmation that the project is ready to start and a risk management plan is in place
- **Final economic impact/VfM statement:** jobs created, contribution to the City Region economy and other outputs/outcomes, such as remediated land, apprentice positions, houses built and private sector deliverability.
- The Business Investment Panel has a key advisory role in this process for business grants and loans.

### 5.5 Stage Three: Delivery Monitoring and Evaluation

#### 5.5.1 Delivery (decision point 4) and Close and Review (decision point 5)

The purpose of activity 4 is to deliver the scheme and therefore decision point 4 is to confirm that delivery is complete. For an infrastructure project this would be completion on site. The output from activity 4 at decision point 4 is a draft Project Closure Report.

The purpose of activity 5 is to confirm that a project has been reviewed and can be closed. For an infrastructure project this would be completion of all defects and financial close, i.e. all final accounts have been agreed and paid, and the project has

completed any outstanding compliance requirements highlighted at decision point 6 and in the Final Monitoring Report. This is not when the scheme has delivered all of the outputs and benefits set out in Schedule 1 of the Funding Agreement. The output from activity 5 at decision point 5 is a final Project Closure Report. The purpose of the draft and final Project Closure Reports is to assess the success of the project, identify best practice for future projects, resolve all open issues and to capture feedback and lessons learnt to inform the development and delivery of future projects. The final Project Closure report formally closes the project.

### 5.10 Funding Agreements

The funding offer will be bespoke to each individual scheme. The arrangements for the draw down and release of funding will be outlined at Activity 2 SOC, then agreed during Stage 2 (Scheme Development) of the assurance process.

Some schemes receive development funding in order to progress from (SOC) to (FBC). At the point where funding is released, the Combined Authority will enter into a funding agreement with the promoter. Any funding conditions will be specified in the funding agreement and can include but not limited to:

- a funding cap
- the promoter's Chief Internal Auditor to provide assurance and to certify all expenditure on an annual basis
- claw-back provision in place to ensure funding is only to be spent on the specified scheme and that any cost savings achieved on the completed scheme are returned
- the Combined Authority, as the accountable body, will determine when to release funding.
- the Combined Authority may arrange for local audit of schemes to detect any misuse of funds.
- all organisations that receive funding through the Combined Authority and/or LEP are contractually required to acknowledge this, and that of Government in all communications and marketing activity. This includes use of logos on relevant communications materials, inclusion of specified wording in press releases and development of stories and case studies that showcase the impact of projects.

The LEP and Combined Authority will look to recover funding where there has been non-compliance, misrepresentation or under-performance. The Accountable Body arrangements in Appendix 1 set out how concerns are escalated, including taking a legal opinion on the likelihood of recovery.

### 5.11 Management of contracts

West Yorkshire Combined Authority has implemented a performance management process which is aimed at ensuring contract performance is achieved and that all contract deliverables and obligations are met. The process will ensure that the following key contract management elements are implemented:

- Contract managers who understand all contract requirements, deliverables and provider obligations
- Contract managers have a detailed understanding of the Combined Authority's responsibilities within external funding agreements linked to supplier agreements



- Regular contract performance meetings are held with providers to review contract delivery in order to maintain ongoing quality and performance of the contract
- Performance reporting updates are submitted on a regular basis by providers, highlighting performance against key performance indicators and service levels (as appropriate)
- Implementation of regular quality and compliance audits which provide the required evidence in support of contract compliance for LEP funded programmes and agreements.
- Ongoing contract management to include programme risk and issues management
- Ensure ongoing delivery of value money through effective change management control in accordance with the contract terms and conditions
- Problem resolution and implementation of improvement plans where necessary to support increased performance

Currently the LEP Board and the Investment Committee (as appropriate) receive regular high-level reports on the progress of funded programmes and projects together with and any significant risks, issues and opportunities. More detailed reporting including specific supplier performance against these programmes and projects are reported to the relevant panel/committee/project board (including the Business Innovation and Growth Panel and Employment and Skills Panel) and also to the Combined Authority's Senior Management Team.

Any contract negotiations that result in material changes will be assessed and dealt with through the standard variation process as determined within the Combined Authority Contract Standing Orders.

The LEP Board will be consulted on all contract changes that are considered to be critical in nature towards the delivery of LEP funded programmes, projects and the key Economic Plan.

#### **5.5.4 Scheme Monitoring and Benefits Realisation**

##### **Monitoring during development and delivery (Activity 3 (OBC) to 7 (Close and Review) inclusive)**

All projects are monitored throughout their progression through the assurance process. In 2018/19 the Combined Authority introduced a web-based Portfolio Information Management System (PIMS), to ensure a consistent approach to monitoring and management of all projects. A key benefit of PIMS is that information is available to view by all parties to the project. This helps to ensure the accuracy of the data held.

The system provides the following benefits:

- **Transparency**
  - allows informed and improved decision making
  - provides visibility of project progress
  - provides a full audit trail of project data

- linkages and dependencies between various projects in the portfolio can be viewed and managed more easily
- **Consistency**
  - provides a robust and automated method of project assurance
  - standardised templates and reports offer robust project controls
  - centralised repository for cost and risk management activities will provide a uniform approach.
- **Efficiency**
  - manual data input and manipulation is retained by the PMA and verified by project sponsors.
  - standardised reports, documents and dashboards enable project teams and stakeholders to concentrate on delivery
  - resource management allows for resource planning ahead of demand
  - the organisation's ability to plan using future project deliverables is increased
  - lessons learned can be more easily understood and shared between stakeholders
- **Focus on delivery**
  - aggregation of project data can identify trends in advance
  - facilitates alignment of projects to corporate strategy
  - recommendations and actions to be carried out in a more structured and timely way

Key metrics of information on performance are reported at regular intervals from when a scheme enters Stage 2 (Development) and include expenditure, progress, outputs and benefits, risks and issues, as well as match funding. A rolling schedule of Growth Deal funded schemes is published on the LEP/Combined Authority websites and can be found [here](#).

The individual project monitoring information feeds into an overall report for Combined Authority funding, which is reported to the Combined Authority/LEP to enable effective management of all projects and programmes and schemes that are being delivered.

All Combined Authority, Investment Committee and LEP Board monitoring reports are published on the Combined Authority and LEP websites.

### 5.5.5 Evaluation of the Strategic Economic Framework

The introduction of the SEF Evaluation Strategy will shape the design and development of project level evaluation activity through its focus on “Logic Models” as the basis of “activity 7” of the Assurance Framework reporting, shaping the information we capture at project closure and introducing more consistency to learning insights that we synthesise and communicate.

The Local Industrial Strategy (which sits at the heart of the SEF) focuses on bold steps that boost productivity and drive inclusive and clean growth. It is underpinned by the five foundations of productivity – People, Place, Infrastructure, Ideas and Business Environment – and also highlights how the City Region contributes to the national Grand Challenges.

## Appraisal

The Combined Authority will use national guidance for scheme appraisal; HM Treasury's Green Book, including supplementary and departmental guidance, such as the Department for Transport's (DfT) TAG and MHCLG's Appraisal Guide where appropriate. The Combined Authority may also use local methodologies for this purpose with decision makers determining the most appropriate for each scheme appraisal. LCR approach for Value for Money Assessment is dynamic; as advances in techniques becomes clear this will be incorporated in its methodology and provided as supplementary guidance for promoters to that of the HM Treasury Green Book. It is important to note the Combined Authority's climate change aspirations. As of 2021 the Authority's methodology for carbon assessment forms part of the appraisal process; a proportionate approach will be utilised, and guidance given by scheme on the level of requirement.

The following section covers the framework processes, assurance pathway and approval route schemes may take to assure the public purse is utilised in delivering best value for money within the region. The Framework adopts a Proportionality Principle (PP) based on a matrix which covers Risk, Cost, Novelty and Deliverability as part of its pathway and approval route through the assurance process. For example, a low cost, low risk scheme may proceed from Activity 1 to Activity 3 with a simplified business case template requirement for evidencing value for money.

The Authority uses a variety of templates with 'How to Guidance' provided to the promoter in order for the authority to gather the evidence required to assure value for money and realistic business case proposals. Officers will work with promoters to give additional guidance in order for a proportionate approach to be achieved.

### **Figure 5.1: Business case development**

The Combined Authority expects most business case development to follow treasury guidelines

At Strategic Outline Case (SOC) it is expected that there would be a strong strategic case with weaker financial and management cases; significant strengthening of all cases is expected at Outline Business Case (OBC) with detailed design work. Few or minimal uncertainty should exist at FBC in any of the 5 cases. High confidence in full costs should be demonstrated with a preference on high VfM.



## 5.5.6 Industrial Strategy Logic Map for Infrastructure Foundation LIS Logic Model – Infrastructure: Transport

### CONTEXT:

- A modern, world class 21<sup>st</sup> Century transport system – connecting different modes of transport seamlessly into one comprehensive, easy to use network – to support inclusive growth, serving the needs of businesses and people - enhancing prosperity, health and wellbeing for people and places

### PROBLEMS TO ADDRESS:

- LCR suffers from significant, bus, highway and rail congestion, missing out major development/regeneration opportunities, locking areas into deprivation and social isolation
- Car dominance (70% of worktrips): Historic focus on car results in dispersed development, traffic congestion impacting on lost productivity/business costs and accessibility of labour markets, Air pollution impacting on urban areas/deprived communities, Inadequate rate of reduction in CO2 emissions from transport
- Capacity Challenge: Connections to cities, towns, transport gateways aging with limited capacity & choice - facing increasing population and travel demand
- Mobility gap: Between high & low income groups: Low income households with low car availability traditionally more reliant on buses, but making more car trips
- Bus trips declining: Increasing fares, bus miles/networks contracting, low satisfaction with poor punctuality with journeys made slow/unreliable by road congestion. Rail trips growing but crowding and low satisfaction on trains in peak periods. Active travel not realised potential, low cycling levels, stagnating levels of walked trips = low level of physical activity, related to low life expectancy and mental health issues
- 2nd lowest transport investment levels of English regions: £315 per head in Yorkshire & Humber, against £475 English average, £1,019 London

### INPUTS

HS2 / Northern Powerhouse Rail  
TfN Strategic Transport Plan  
WY Transport Strategy 2040 / LCR Connectivity Strategy  
DfT Transforming Cities Fund  
District Local Plans / SEP Spatial Priority Areas / LCR Place narrative?  
District Local Plans  
District Climate Emergencies  
DEFRA Air Quality Action Plan  
Government target to reduce CO2 emissions to net zero by 2050  
WYCA target to reduce CO2 emissions to net zero by 2038

### ACTIONS

**Regional Rail**  
Leeds Station Masterplan  
LCR HS2 Growth Strategy  
TfN Investment Programme (NPR, Rail, Smart Travel)  
**Existing LCR programmes:**  

- WYTF, Connecting Leeds, LTP, Leeds & Bradford Clean Air Zones etc

**Future LCR programmes**

- LCR Inclusive Growth Corridor Delivery plan & pipeline
- TCF
- WY Bus Alliance - Action Plans & Bus Network Reviews
- City Connect / Healthy Streets / Local Cycling & Walking Plans pipeline
- Carbon reduction pathway
- City Region Mass Transit

### OUTPUTS

New sustainable transport infrastructure and services, products, technologies  
New sustainable transport links between deprived areas and employment/training opportunities  
**Delivery of Mass Transit network**  

- X jobs as result of improved connectivity
- X jobs created in transport construction
- X jobs created through transport supply chain
- X jobs in transport operations
- X carbon reduction projects (e.g. No. of EV charge points, Low Emission Buses)

### OUTCOMES

Mode shift to sustainable transport (Rail, Bus, Walk, Cycle, Mass Transit)  

- X% increase in passenger/freight trips by sustainable transport/day
- X% decrease in trips by car/day
- X new homes facilitated
- Journey time improvements
- Improved access to jobs & training
- Reduced transport related barriers to opportunities for disadvantaged communities
- Increase in (business & public) satisfaction with local transport
- Place & health benefits – unlock commercial development, urban realm, air quality, active travel, safer streets, well-being
- Accelerated take up of Electric/ Ultra Low emission vehicles
- X carbon reduced by XXXX

### IMPACTS

HS2 & NPR create step change in connectivity of LCR  
Integrated city region mass transit network – accessible, affordable, flexible, inclusive  
Put people & places first – prioritised human health & quality of Life  
Transformed connectivity will bring new & more productive jobs within reach of more people – (enabling them to move job without moving house – or using a car)  
Retention and attraction of skilled people and high value businesses to the region  
More efficient use of space, compact development  
Zero-Carbon by 2038

### OTHER FACTORS:

Vision & Validate? – or steady evolution? – Infrastructure only? – revenue requirements? / Push & Pull (Demand Management?) / Integration with health agencies & budgets?

A formally adopted evaluation strategy will be integrated into the LCR Assurance Framework in early 2021 as a future revision (the strategy will replace the current evaluation guidance which underpins the SEP Evaluation principles). Our approach to the development of the evaluation strategy recognises that it is locally owned, managed and draws on local systems; it will be proportionate and selective (e.g. not everything will be evaluated) and that partnership working with LEPs and government takes place to identify opportunities for thematic evaluations that could be conducted across LEP areas or centrally commissioned. Introducing these changes to our approach to monitoring and evaluation and focusing the evaluation around SEF success measures will align the LCR Assurance Framework with the “National Local Growth Assurance Framework” (MHCLG, January 2019).

These key themes are likely to focus on:

- Strengthening understanding of the impacts, outcomes and additionality of all forms of projects at an early stage in their design to improve the ex-poste evaluation of interventions.** All project sponsors will be required to adopt a consistent approach to the use of “Logic Models”. Logic models represent an essential element of project and programme development and whilst the

requirements for the use of logic models will be proportionate to the scale of the intervention, it is viewed that all projects will benefit from this approach

- **Communicating and synthesising the learning from project evaluation** – the updated strategy will place a greater focus on synthesising consistent messages from project learning across all project types – with these insights flowing directly from the relationships set out in the project logic model. The current project closure documentation will be reviewed to ensure that it is fit for purpose in this context. Greater emphasis will be placed on the structured communication of the outputs from project closure reports through learning and dissemination events and the project closure reports will be designed to shape this messaging.

- **Understanding the wider benefits flowing from Growth Deal interventions** – the updated strategy will more clearly define the relationship between project monitoring, benefits realisation and the net additionality achieved across the wider City Region geography. The updated strategy in this theme will consolidate and align with the 'Independent Evaluation of Local Growth Interventions' currently being conducting by MHCLG.

#### 5.5.7 Five Year gateway review

As part of the Leeds City Region Growth Deal agreement, the West Yorkshire plus Transport Fund is subject to five-yearly gateway reviews to assess impact. The first review in 2019 has been passed successfully and funding confirmed until 2024/25. The next review will be undertaken in 2024; activity to determine the content and scope of this review has not yet commenced. A review of the overall monitoring and benefits realisation activity forms part of the action plan and will advise on the development of an overarching monitoring and benefits realisation framework.

## Appendix 1 – Accountable Body Arrangements

### Agreement between the Leeds City Region Enterprise Partnership and the West Yorkshire Combined Authority

#### 1. Introduction

The LEP is the strategic body responsible for a significant amount of public funding to drive inclusive growth, increase prosperity and improve productivity (“LEP activity”). The LEP works collaboratively and in partnership with the West Yorkshire Combined Authority, as its accountable body (“the Accountable Body”).

#### 2. Accountable Body roles and responsibilities

Underpinning good governance is an expectation of mutual support between the LEP and the Accountable Body. The Accountable Body is responsible for:

- carrying out **finance functions** on behalf of the LEP
- **oversight** of the LEP’s financial and governance, transparency and accountability arrangements
- providing **additional support** as agreed by the LEP

The LEP has agreed that the Accountable Body’s specific roles and responsibilities are:

##### a) Finance functions

On behalf of the LEP, the Combined Authority holds, allocates and releases all funding for LEP activity (“LEP funding”) including the Local Growth Fund and, Growing Places Fund.

This includes approving and entering into agreements relating to LEP funding. The Accountable Body does not use any LEP funding for their own purposes, nor without a clear mandate from the LEP.

The Section 73 Chief Finance Officer shall ensure that appropriate financial statements are provided to the LEP in a timely manner; a separate financial statement for LEP funding is published each financial year.

The Accountable Body is responsible for treasury management and borrowing functions relating to LEP activity and funding.

LEP funding is included in the Accountable Body’s accounts, and the LEP’s website links to the Accountable Body’s accounts.

##### b) Oversight functions

The Accountable Body has oversight of the LEP’s financial and wider governance, transparency and accountability arrangements, including compliance with the

Assurance Framework. The Accountable Body through its Section 73 Chief Finance Officer ensures that LEP funding is administered properly, that is, that LEP funding is spent or released:

- in accordance with formal approvals only, and not for unapproved purposes<sup>17</sup>
- with propriety and regularity and to deliver value for money
- subject to the statutory checks and balances which require the Accountable Body to act prudently in spending
- in accordance with the Assurance Framework and any other relevant procedure
- in compliance with any grant requirements and conditions.

The Accountable Body ensures that decisions on LEP funding are:

- reached in line with clear and transparent processes
- made on merit
- taken in accordance with the Assurance Framework
- compliant with all legal requirements including relating to State Aid, public procurement, transparency, data protection and the public sector equality duty.

The Accountable Body also promotes the highest standard of conduct by the LEP, LEP Board members and officers, by reference to the seven principles of public life.

### Scrutiny

The Combined Authority's statutory Overview and Scrutiny Committee has a key role in securing independent and external scrutiny of LEP activities. The Committee's terms of reference reflect that the Committee may make reports or recommendations on any matter considered by the LEP or relating to LEP governance. The Committee may also review or scrutinise any decision made, or other action taken, in connection with any function of the Combined Authority, including in relation to its role as Accountable Body.

The LEP recognises the role of the Combined Authority's statutory Scrutiny Officer in facilitating the Overview and Scrutiny Committee to carry out appropriate scrutiny of LEP Board decision-making and LEP achievements.

The LEP agrees to respond positively to any request to share information with the Committee, so that the Committee has the necessary information to provide robust scrutiny and advice. Any member of the LEP Board, including any private sector representative, may be asked to attend or otherwise contribute to a meeting of the Committee.

The contribution of the LEP to any meeting of the Overview and Scrutiny Committee will be recorded with the outcome in the minutes (published on the Combined

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<sup>17</sup> Including the services of lobbyists

Authority's website). The LEP will ensure that there is a link from the LEP website to the Overview and Scrutiny Committee's published reports and minutes.

### Audit

To ensure they have proper processes in place to manage risk, maintain an effective control environment and report on financial and non-financial performance, the LEP utilises the Accountable Body's Governance and Audit Committee, and its internal and external auditors to provide assurances in relation to LEP activities, as well as the Section 73 Chief Finance Officer.

The LEP and the Accountable Body (through its Governance and Audit Committee) will agree a risk based internal audit plan for each financial year of LEP and Combined Authority activities, that will provide assurance to the Section 73 Chief Finance Officer and the LEP Board at appropriate points through the financial year.

### **c) Support functions**

The Accountable Body acts as the independent secretariat to the LEP<sup>18</sup>, providing the following technical and other support:

- compiling, maintaining and publishing agenda, reports and minutes of meetings in accordance with agreed procedures
- retaining all documentation relating to the Local Growth Fund and other funding sources
- dealing with any request for information, complaint or concern raised in accordance with the appropriate procedure
- appraisal functions as set out in the Assurance Framework,
- legal advice
- recovering funding where there has been non-compliance, misrepresentation or under-performance<sup>19</sup>
- risk management.

## **3. Section 73 Chief Finance Officer - Resources**

The Accountable Body will ensure that the Section 73 Chief Finance Officer is given appropriate resources to carry out their functions in respect of the LEP, including audit. The LEP and the Accountable Body shall keep resource needs under review and consider if they are appropriately met.

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<sup>18</sup> The Combined Authority is not a constituent member of the LEP, nor does it appoint any representative to the LEP Board. Local Authority representatives are appointed in their capacity as district councillors, not members of the Combined Authority.

<sup>19</sup> The Accountable Body will report to the LEP Board providing information on projects which have received funding, including

- a description of projects where concerns have been identified,
- relevant details including the amount of funding awarded and the sum at risk due to concerns, and
- where recovery of funds is considered, a legal opinion which sets out the legal basis for recover and likelihood of success

#### **4. Non-compliance by the LEP**

Any decision of the LEP made in contravention of processes set out in the Assurance Framework will be invalid on the basis of non-compliance, unless the LEP has given prior approval for variation in respect of the LEP's decision-making process.

In the event that the Accountable Body is not able to endorse any decision of the LEP, the Section 73 Chief Finance Officer would refer the matter back to the LEP for re-consideration.

The LEP and the Accountable Body are committed to proactively raising with the Cities and Local Growth Unit any significant instance of non-compliance, non-delivery or mismanagement by the LEP which cannot be resolved locally. Should any such instance arise, the Chief Finance Officer will also report it to the LEP Board and to the Combined Authority's Governance and Audit Committee.



## **Appendix 2 – Section 73 Chief Finance Officer – responsibility arrangements**

### **1. Introduction**

The Combined Authority must by law<sup>20</sup> make arrangements for the proper administration of its financial affairs and secure that one of its officers has responsibility for the administration of those affairs. This role is carried out by the Combined Authority's Director of Corporate Services and extends to include the financial affairs of the LEP.

The Chair of the LEP and the LEP's Chief Executive Officer have agreed the following responsibility arrangements with the Section 73 Chief Finance Officer of the West Yorkshire Combined Authority (the Combined Authority), recognising the role of the Section 73 Chief Finance Officer in relation to instilling good and proportionate LEP governance, including the oversight of the proper administration of the LEP's financial affairs.

### **2. Financial administration**

The Section 73 Chief Finance Officer shall be supported by the LEP and the Combined Authority (in its capacity as accountable body for the LEP) to carry out such checks as are necessary to independently ensure the proper administration of financial affairs in the LEP.

The LEP shall act promptly working with the Combined Authority to address any concerns or improper financial administration identified. The Section 73 Chief Finance Officer will report all concerns to the LEP's Chief Executive Officer in the first instance, making recommendations about any improvements required. The LEP is responsible for ensuring that all concerns are addressed.

The Chief Finance Officer will report any significant concerns directly to the LEP Board, setting out any improvements required. The LEP Board and the Section 73 Chief Finance Officer shall agree an action plan setting out how such concerns are to be addressed. This may include identifying training needs to ensure compliance. There will be a standing item on the LEP Board agenda reporting on progress on implementing the action plan, until the Section 73 Chief Finance Officer is satisfied that the issue has been resolved.

The Section 73 Chief Finance Officer will notify the Cities and Local Government Unit of any significant concern where

- the concern is about systemic financial problems, repeated non-compliance or fraud, or
- an action plan cannot be agreed, or
- in the opinion of the Chief Finance Officer, the LEP Board does not achieve sufficient progress against the action plan.

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<sup>20</sup> Section 73 of the Local Government Act 1985

### **3. Advice of the Section 73 Chief Finance Officer**

The Section 73 Chief Finance Officer shall work with the Chair of the LEP and the LEP's Chief Executive Officer to ensure that procedures are in place to consider the financial implications of decisions before and during the decision-making process. The LEP shall ensure that the Section 73 Chief Finance Officer is given sufficient access to information in order to carry out their role. The Section 73 Chief Finance Officer or their nominee shall be entitled to:

- attend all LEP Board agenda setting meetings.
- have access to all LEP Board documentation (including LEP Board reports before publication),
- comment on any proposed decisions, by
  - recording an opinion on financial implications and an assessment of risk (such as delivery risks and cost overrun risks) in any report to the LEP Board or relevant Panel, and/or
  - attending and speaking at any meeting of the LEP Board<sup>21</sup> or relevant Panel.

Should the LEP Board decide on a course of action which goes against the advice of the Section 73 Chief Finance Officer, the LEP Board must indicate the rationale for their decision, which will be recorded in the minutes of the meeting. However, in the event that the Accountable Body is not able to endorse any decision of the LEP, the Section 73 Chief Finance Officer would refer the matter back to the LEP for re-consideration.

If the role of the Section 73 Chief Finance Officer results in a potential conflict of interest, impartial advice should be sought by the LEP's Chief Executive Officer to ensure transparency from a source which is external to the Combined Authority.

### **4. Risk management**

The LEP has agreed that the Combined Authority through the Section 73 Chief Finance Officer, manages risks on the LEP's behalf. The risk appetite of the LEP is understood by both the LEP Board and the Section 73 Chief Finance Officer. The Section 73 Chief Finance Officer ensures that the Combined Authority's risk management strategy addresses

- risks arising in relation to LEP activity
- the process for the LEP Board to oversee risk and the escalation of risk analysis and risk management requirements within the LEP.

At the beginning of the financial year, the LEP and the Section 73 Chief Finance Officer will agree the budget risks facing the LEP. These will be kept under review by the Section 73 Chief Finance Officer throughout the year, who will report any significant issues to the LEP Board.

### **5. Audit**

The LEP and Combined Authority have agreed audit arrangements as set out in the Assurance Framework and Appendix 1. The Section 73 Chief Finance Officer and

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<sup>21</sup> See further LEP Procedure Rules. The Section 73 Chief Finance Officer is not a member of the LEP Board and does not vote



the LEP's Chief Executive Officer shall report to the LEP Board on any completed audit by internal or external auditors where any recommendations relate to the LEP and provide a copy to the Cities and Local Growth Unit as appropriate.

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## Appendix 3 – Governance Structures

### West Yorkshire Mayoral Combined Authority

*[D.N Liz Davenport to supply text.]*

### West Yorkshire Combined Authority

#### Membership

Members are appointed to the Combined Authority in accordance with the Order which established the Combined Authority. This provides that West Yorkshire constituent councils each appoint at least one Member to the Combined Authority, with a further three West Yorkshire appointments to reflect the balance of political parties among the West Yorkshire councils.

York is a non-constituent council of the West Yorkshire Combined Authority, and the Combined Authority also appoints a LEP Member. These two Members are non-voting, except in so far as the Combined Authority gives them voting rights.

The Combined Authority's website [here](#) provide details of all current members of the Combined Authority.

Voting members on committees and panels include members from the private sector representatives and local authorities– see further section 2.

#### Officers

Combined Authority officers serve both the LEP and the Combined Authority. They are appointed on merit in accordance with open recruitment arrangements and new officers undergo a structured induction process.

The authority of officers to act on behalf of the Combined Authority is set out in the officer delegation scheme [here](#).

## LEP Board

### Membership

At least two-thirds<sup>22</sup> of the members of the LEP Board<sup>23</sup> must be private sector representatives<sup>24</sup>.

The number of LEP Board members shall not exceed 20<sup>25</sup>, excluding any additional member co-opted to the LEP Board. A maximum of 5 co-optees with specialist knowledge may be appointed to the LEP Board.

The LEP's Constitution [here](#) sets out requirements in relation to LEP Board membership, including eligibility criteria, appointment processes, terms of office (including arrangements for resignation), and provisions relating to the LEP's Chair and Deputy Chair.

The LEP website [here](#), and the Combined Authority's website [here](#) provide details of all current members of the LEP Board.

The LEP Board has adopted an Equality and Diversity Policy including Diversity Statement explaining how the LEP seeks to ensure diverse representation at LEP Board and on advisory Panels which is reflective of their local business community (including geographies and protected characteristics). This can be viewed [here](#).

The LEP Board annually reviews its membership having regard to its Diversity Statement, taking into account the skills, knowledge and competencies it needs, the geography of the City Region, its key business sectors and different sizes of business operation.

The LEP Board appoints its private sector representatives, including the Chair, in accordance with open recruitment processes which are set out in the LEP recruitment procedure (which also covers engagement with the business community in relation to the appointment of the LEP Chair, succession planning and induction arrangements for private sector representatives) which can be found [here](#).

One LEP Board member is appointed to represent and engage with the SME business community, and another as Diversity Champion.

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<sup>22</sup> To comply with this requirement of the National Local Growth Assurance Framework (2019) and Strengthened Local Enterprise Partnerships report (2018), new members were appointed to sit on the LEP Board on 25 February 2020, with effect of 31 March 2020.

<sup>23</sup> Any co-optee appointed to the LEP Board is to not be considered as a member of the LEP Board for the purpose of this requirement

<sup>24</sup> A private sector representative must be or have been employed by an organisation not included as central government, local government or a public corporate as defined for the UK National Accounts. Those from Higher Education or Further Education Institutions are not classified as public sector organisations.

<sup>25</sup> This requirement is met as a result of the decision made by the LEP Board with regards to the LEP Board membership on 25 February 2020, with effect of 31 March 2020.

The LEP has adopted a LEP Board Members' Remuneration and Expenses scheme which can be found [here](#).

## Appendix 4 – Economic Services: approval arrangements

The Managing Director has delegated authority to award an Economic Services grant to a company or other legal entity<sup>26</sup> ("Business") under any programme or scheme approved under the Leeds City Region Assurance Framework.

Officers have sub-delegated authority by the Managing Director to award such grants, as set out in Table 1 below<sup>27</sup>.

In accordance with the Conflicts of Interest Protocol, where any potential conflict arises from the involvement with a Business of any person on the Leeds City Region LEP or any relevant committee, an application must be determined by the Managing Director, the Combined Authority or relevant committee.

A grant may only be awarded

- where the application meets the eligibility and/or assessment criteria for the programme or scheme, and
- further to any appraisal/consultation indicated in Table 1 below.

**Table 1**

	<b>Thresholds</b>	<b>Decision-making officer</b>	<b>Appraisal/consultation</b>
a)	Not exceeding £100k	<ul style="list-style-type: none"> <li>• Head of Service in Economic Services<sup>28</sup></li> <li>• Director of Economic Services</li> <li>• Managing Director</li> </ul>	By any Advisory Group applicable to the programme or scheme (see Table 2)
b)	Greater than £100k and not exceeding £250k	<ul style="list-style-type: none"> <li>• Director of Economic Services</li> <li>• Managing Director</li> </ul>	Business Investment Panel
c)	Greater than £250k and not exceeding £500k	<ul style="list-style-type: none"> <li>• Managing Director</li> </ul>	Business Investment Panel
d)	Greater than £500k	<ul style="list-style-type: none"> <li>• Managing Director</li> </ul>	<ul style="list-style-type: none"> <li>• PAT,</li> <li>• Business Investment Panel, and</li> </ul>

<sup>26</sup> Including a social enterprise, trust, partnership or sole trader.

<sup>27</sup> Subject to any funding condition imposed on the Combined Authority in relation to the programme or scheme.

<sup>28</sup> That is, the Head of Business Support, Head of Trade and Investment or Head of Employment and Skills in relation to any matter within their remit

			<ul style="list-style-type: none"> <li>Investment Committee and/or Combined Authority</li> </ul>
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The **Advisory Groups** are set out in Table 2 below:

**Table 2**

Programme	Advisory Group	Membership	Thresholds
Business Growth Programme	Appraisal Advisory Group	Officers from the Combined Authority; officers from partner councils; Business Enterprise Fund	Considers any application for a grant over £50k and not exceeding £100k
Digital Investment Funds	Digital Investment Fund Appraisal Group	Officers from the Combined Authority	Considers any application for #Welcome and #Grow for a grant over £25k and not exceeding £50k

## **Appendix 5 – Assurance process principles for ESIF Sustainable Urban Development (SUD) purposes**

### **Purpose**

The urban agenda and the role of cities in driving forward smart, sustainable and inclusive growth is central to the successful delivery of the 2014-20 ESI Funds Growth Programme in England.

The Leeds City Region Sustainable Urban Development (SUD) Strategy, which aims to address integrated urban challenges and opportunities in the region, was submitted to the Ministry of Housing, Communities and Local Government (MHCLG) back in September 2015 and was formally agreed.

The Ministry of Housing, Communities and Local Government – otherwise known as the Managing Authority - agreement of the SUD Strategy will ensure that funds worth up to 10% of the Leeds City Region European Structural and Investment Funds (ESIF), European Regional Development Fund (ERDF) allocation will be made available in order to implement the SUD strategy.

In order to put in place the delegated functions that are required by Article 7 of the EU Regulation 1301/2013, with regard to project selection, MHCLG have now established the West Yorkshire Combined Authority as an Intermediate Body (IB) in line with Articles 123 and 125 of EU Regulation 1303/2013.

The Combined Authority, as the Intermediate Body will, in order to make decisions with regard to its role in the project selection process, use the principles of the assurance process as outlined below. Any process will be undertaken in line with the selection criteria as defined by the ESIF national Growth Programme Board.

This appendix presents the Leeds City Region assurance process as the model and framework that the Combined Authority has adopted in assisting in the selection of projects as part of the ESIF programme 2014-2020 for SUD.

### **Background**

- In July 2012 the Leeds City Region agreed a 'City-Deal' with HM Government giving greater local control over spending and decision-making particularly with regard to economic development, regeneration and transport. This 'City-Deal' agreed to the creation of a West Yorkshire Combined Authority and a commitment to develop an assurance process. The assurance process, once approved by HM Treasury, would provide a consistent, robust appraisal process for projects and programmes to inform investment decisions.
- In light of this, and the flexibility that is inherent within the assurance process, it represents a means to structure the local appraisal of ESIF SUD projects rather than developing a separate process. This approach complements the formal technical assessment carried out by MHCLG.

### **Introduction to selection of projects using the Assurance Process principles**

The process adopted here reflects the guidance issued by MHCLG and adheres to the process and role of the Intermediate Body.

The Investment Committee provides advice to the Combined Authority in line with the nationally agreed criteria and in line with the agreed and signed Memorandum of Understanding between the Combined Authority and MHCLG.

The Investment Committee provides advice to the Combined Authority to whether proposals set out at Outline and subsequently Full Application appropriately address:

**Local strategic fit** as defined in the Selection Criteria<sup>29</sup> for the ERDF 2014-2020 programme, which includes how:

- the proposed operation contributes to the needs/opportunities identified in the Call for Proposals to which it is responding.
- the proposed operation is aligned to the local growth needs set out in the local ESI Funds Strategy and contributes to the specific objectives, outputs and results of the relevant priority axes set out in the Operational Programme.

In addition, the Combined Authority provides advice to MHCLG on the following value for money and deliverability selection criteria:

#### **Value for money**

- The operation must represent value for money. In assessing value for money, MHCLG take account of:
  - efficiency: the rate/unit costs at which the operation converts inputs to the Fund outputs.
  - economy: the extent to which the operation will ensure that inputs to the operation are at the minimum costs commensurate with the required quality.
  - effectiveness: the extent to which the operation contributes to programme output targets, results and/or significant strategic impact at the local level.

#### **Deliverability**

- the operation is deliverable within the requirements of the fund specific Operational Programme taking account risks, constraints and dependencies
- evidence has shown that this type of operation is effective or where the operation is new or innovative, the risks have been considered and appropriate mitigations put in place.

#### **Using the assurance process principles**

The assurance process is designed to ensure any projects seeking public finance should be subjected to a rigorous appraisal. HM Treasury has developed the Green Book which provides the basis for how projects should be appraised using the 'five cases model' to carry out a holistic assessment.

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<sup>29</sup> Selection Criteria [here](#)



The five cases are:

1. **Strategic:** does the scheme fit with the aims of the City Region's Strategic Economic Plan? **(used for selection of projects for SUD as part of the ESIF Strategy)**
2. **Economic:** is the scheme value for money? **(used for selection of projects for SUD as part of the ESIF Strategy)**
3. **Commercial:** is there demand for the scheme and is it commercially viable?
4. **Financial:** is the scheme affordable and sustainable?
5. **Management:** is the scheme deliverable with achievable objectives? **(used for providing advice on the selection of projects for SUD as part of the ESIF Strategy)**

The Green Book details approaches and tools that can be adopted in order to effectively appraise projects. It is accepted that the detail and extent of appraisal should reflect the size and complexity of projects, but within all appraisals there should be some consideration of each of the five cases.

The assurance process has been developed in line with these principles and was a key requirement that emerged from the LEP's City-Deal. The assurance process will be used by the LEP and the Combined Authority for all of its different funding regimes, providing a consistent and robust approach to appraise projects. This means all projects, irrespective of objectives or thematic area (transport, regeneration, housing, skills, innovation, enterprise etc.), will be assessed under this 'single' framework. This will better able the LEP and the Combined Authority to compare and prioritise projects and programmes.

It is the assurance process which is used to form the basis for the 'local' appraisal and selection of SUD ESIF projects outside the formal MHCLG assessment. For the purposes of selecting SUD ERDF projects, the key principles of the assurance process are used – but only using cases 1, 2 and for advice case 3 as described above and in line with the nationally agreed criteria and the agreed and signed Memorandum of Understanding between the Combined Authority and MHCLG.

### **Strategic Fit – Proposed scope**

The proposed assessment of strategic fit is currently structured around the four pillars of activity that are central to the Leeds City Region Strategic Economic Plan (SEP):

1. Growing businesses
2. Skilled People, Better Jobs
3. Clean Energy and Environmental Resilience
4. Infrastructure for growth

Promoting social inclusion and combating poverty, designed to reflect aspects of the social outcomes that are promoted within the ESIF programme, are integrated within the pillars.

The pillars have been broken down into activity that could contribute to strategic outputs within the respective pillar and projects would be scored against these criteria.



### **Value for Money (VfM) – Economic impact – proposed scope**

In assessing the value for money of each of the projects, the process effectively mirrors that of the assurance process - ensuring that the costs and benefits of projects are taken into account and wherever possible quantified.

This is more straightforward for some projects than others and there is an onus on reflecting local intelligence and priorities. New jobs and catalytic projects are 'worth' more in some areas than others simply because there are fewer jobs or because it is more difficult to create and sustain jobs in certain locations. This is especially the case where disadvantage is long-term and entrenched.

The Research and Intelligence team own and manage the Regional Econometric Model, a complex tool that enables scenarios to be assessed in terms of their net economic impact. This provides a range of outputs with a focus on impacts in terms of employment and gross value added (a measure of economic impact). These outputs can be calculated over a range of different geographies.

Other approaches are used to quantify the outputs/outcomes that by their nature have a direct impact that is more social rather than economic.

In terms of the local assessment, additional measures of value for money are being used where necessary to provide more information on the potential impact of projects. Such measures and ratios include:

- Total GVA of the project
- Ratio of GVA to Total Cost AND public sector support
- Total cost per job
- Total GVA per job
- Cost benefit ratio
- Grant per job
- Cost per business assist
- Cost per skill outcome
- Capital / build costs

The appraisal is informed and supported by national and local research in terms of the costs of outputs and outcomes. This includes elements such as guidance issued by OFFPAT, evaluations of RDA activity and more recent, evidence emerging from the What Works Centre for Local Economic Growth and bespoke evaluations such as that carried out on the Combined Authority's Business Growth Programme (BGP).

### **Undertaking the work**

The responsibility of the assurance process is the responsibility of the Director of Delivery, to whom a Head of PMA reports.

The Head of PMA oversees the appraisal work on relating to the five cases including local strategic fit and economic - value for money (VfM). This review is undertaken by dedicated staff, drawing on wider technical support as required, and involves dialogue with scheme promoters as appropriate.

### **Reporting**

The results from the appraisal are presented in a summary assessment report, provided by MHCLG, alongside MHCLG's own formal technical assessment. This provides an insight into the strengths and weaknesses, bringing together the metrics and other qualitative and quantitative information.

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## Appendix 6 – Programme Appraisal Team (PAT) terms of reference

### 1. **Introduction**

- 1.1 The Programme Appraisal Team (PAT) are West Yorkshire Combined Authority officers who oversee the assurance process as projects/programmes progress through it.
- 1.2 The assurance process is part of the Leeds City Region Local Assurance Framework (2019).
- 1.3 The PAT is an internal assurance group independent of scheme promoters and has no formal approval making powers. The PAT make recommendations which are then reported through the current Combined Authority governance arrangements for a formal decision/approval.

### **Objectives of the PAT**

- 2.1 Ensure the Leeds City Region Local Assurance Framework principles are applied consistently at all stages of the assurance process and to facilitate the progress of projects through decision points. This will include:
  - a) Receiving and reviewing project case papers and appraisal reports from case officers and considering case officer recommendations at decision points.
  - b) Requesting further information/clarifications as appropriate to facilitate recommendations and approvals in accordance with delegations.
  - c) Ensuring that appropriate levels of appraisal, including peer consultation and review, has been undertaken as part overall scheme appraisal.
  - d) Providing decision point recommendations/approvals in accordance with delegations.
  - e) Recommending the assurance pathway and approval route for projects/programmes as part of the approval recommendation at decision point 2 (SOC) or decision point 3 (OBC).
  - f) Receiving and reviewing change requests for projects/programmes where a change falls outside of set tolerances in order to make recommendations in accordance with delegations.
  - g) Provide an interface between Senior Leadership Team, case officers, and key partners/stakeholders to escalate matters where required, and report to Senior Leadership Team where a decision requires Managing Director approval

### 3. **How the PAT will operate**

#### **PAT Membership:**

- 3.1 The PAT consists of a core membership representing West Yorkshire Combined Authority policy/strategy, delivery, legal, and financial functions.
- 3.2 Meetings will be chaired by the Director of Delivery.

**Table 1: PAT Membership**

<b>Role on the PAT</b>	<b>Responsibilities on the PAT</b>	<b>Suggested Membership</b>
<b>Director</b>	Chair – to oversee the PAT	Director of Delivery
<b>Portfolio Management &amp; Appraisal Team (PMA)</b>	Vice-Chair – to oversee the PAT in absence of the Chair To ensure the principles of the Leeds City Region Local Assurance Framework are adhered to. In particular being responsible for the assurance process and making sure Projects/Programmes are following the Assurance Framework and West Yorkshire Combined Authority Governance appropriately, and for the robustness of scheme appraisal and it's conformity with Green Book (and components of this such as TAG)	Head of Portfolio Management & Appraisal
<b>Transport Policy</b>	To ensure Projects/Programmes meet SEF Objectives in relation to transport.	Head of Transport Policy
<b>Economic Policy</b>	To ensure Projects/Programmes meet SEF Objectives in relation to economics.	Head of Economic Policy
<b>Finance</b>	To oversee any financial matters	Head of Finance
<b>Research and Intelligence</b>	To ensure all Projects/Programmes are following a robust, effective and proportionate monitoring & evaluation to ensure Project/Programme outcomes and benefits meet SEF Objectives.	Head of Research and Intelligence
<b>Economic Implementation</b>	To provide an independent challenge to non-economic projects and programmes	Head of Economic Implementation
<b>Transport Implementation</b>	To provide an independent challenge to non-transport projects and programmes	Head of Transport Implementation

**PAT Attendance:**

3.3 The PMA will provide secretariat services to the PAT

3.4 Case officers, independent technical advisers, peer group representatives (including representatives from partner authorities and/or third-party private businesses) and other attendees as required will attend the PAT to supplement the decision-making process.

3.5 The PAT also plays an ongoing role in refining and developing the assurance processes to improve how it is implemented and in operationalising the Assurance Framework.

### **Meeting Format**

3.6 The PAT will meet on a regular cycle (fortnightly or more frequently subject to the programme) with an agenda based around the assurance process activities. Projects/programmes being discussed at the PAT will be allocated time slots in which discussion and recommendations will be made.

3.7 Promoters will attend meetings by invite only. Where a promoter does attend to present their scheme, they will only be present to their allotted time slot. They will be asked to leave the meeting in advance of any recommendation being made by the PAT.

### **Records of Meetings**

3.8 Meetings will be minuted, with draft minutes being included in the papers circulated to the PAT members for the following meeting at which the minutes will be formally agreed and considered signed off.

3.9 Actions and recommendations relating to each specific project/programme being discussed will be captured and communicated to case officers and promoters separate to the official minutes.

### **Conflict of Interest**

3.10 Where conflict of interest issues arises during a meeting e.g. scheme comes forward for discussion which member of the PAT is the Senior Responsible Officer for, the SRO will leave the meeting and will not be part of any discussions and recommendations in relation to their scheme. Where this happens, this will be minuted.

### **Making Recommendations**

3.11 The PAT's recommendations will depend on the decision point for any given scheme summarised in the Leeds City Region Local Assurance Framework.

3.12 The PAT may recommend a scheme to not progress through a decision point or for additional information in order for a scheme to progress at any given decision point.

3.13 All PAT recommendations are reported through the current West Yorkshire Combined Authority governance arrangements for a formal decision/approval.

## Appendix 7 – Portfolio Management Group (PMG) terms of reference

### a) Purpose

- 1.1 The purpose of the WYCA Portfolio Management Group is to review, monitor and report on WYCA's portfolio of capital programmes and projects.
- 1.2 The WYCA Portfolio Management Group is an internal group and has no formal decision-making powers. When required, the Portfolio Management Group make recommendations which are then reported through the current WYCA governance arrangements for a formal decision/approval.

### b) Objectives of the WYCA Portfolio Management Group

- 2.1 To review, monitor and report on WYCA's portfolio performance and expenditure each quarter, which will include:
  - a) Reviewing, management and monitoring:
    - 2.1.a.1 Funding streams and spend against these
    - 2.1.a.2 Outputs and outcomes/ benefits
    - 2.1.a.3 Risks
    - 2.1.a.4 Issues
    - 2.1.a.5 Progress
  - b) Quarterly reporting on portfolio spend, outputs, outcomes/ benefits, risks, issues and progress to:
    - 2.1.b.1 Cities and Local Growth Unit
    - 2.1.b.2 WYCA Senior Management Team
  - c) Reporting on portfolio spend, outputs, outcomes/benefits, risks, issues and progress to Senior Leadership Team, Investment Committee, LEP Board and the Combined Authority, Directors of Development, Chief Highways Officers and Chief Executives as necessary.
  - d) Receiving and reviewing issues escalated from the funding stream portfolio boards and making recommendations for reporting through the appropriate WYCA governance arrangements for a formal decision/approval, if required.
  - e) Providing an interface between Leadership Team, Case Officers, and key partners/ stakeholders to escalate matters where required
  - f) Provide oversight and advice to Senior Leadership Team, Senior Management Team, Investment Committee, LEP Board and the Combined Authority on portfolio spend, outputs, outcomes/ benefits, risks, issues and progress
  - g) Communication- maximise opportunities for publicity and marketing and ensure clarity and consistency of messages

### **3. Membership / Attendance**

#### **3.1 Membership:**

Note: Chair to circulate between the membership

- a) Director of Delivery
- b) Head of PMA
- c) Head of Implementation
- d) Head of Transport Policy
- e) Head of Research and Intelligence
- f) Head of Finance / Management Accountant
- g) Portfolio Lead (Monitoring and Reporting)

#### **3.1 Attendance:**

- a) Portfolio Support (PMA) – notes / action log

#### **3.2 Attendance (by exception / as required):**

- a) Head of Economic Policy
- b) Head of Business Support
- c) Portfolio Manager (Transport)
- d) Portfolio Manager (Growth Deal+)
- e) Evaluation Team Leader
- f) Growth Deal Priority Managers
- g) Non-Growth Deal Programme / Funding Managers
- h) Policy Managers (e.g. ESIF)

### **4. Meeting Format:**

1.1 Frequency: monthly. Year-end information will be considered at the June meeting.

1.2 Agenda and Papers: Will be circulated at least two working days prior to the meeting.

#### **1.3 Standard Agenda:**

- a) Introduction and Apologies
- b) Action Log
- c) Discussion papers
- d) Issues escalated from the other portfolio boards and other funding stream review groups
- e) Dashboards: spend, outputs, outcomes/benefits, risks, issues and progress.
- f) Risk Review
- g) Items for reporting to Cities and Local Growth Unit, Leadership Team, Organisational Management Team, Investment Committee and the Combined Authority
- h) Communications
- i) AOB

### **5. Records of Meetings**

5.1 Notes will be taken and an action log will be produced and maintained.

5.2 The notes and action log will be circulated after the meeting and reviewed at the following meeting.

### **6. Making Recommendations**

6.1 The WYCA Portfolio Management Group is an internal group and has no formal decision-making powers.

6.2 Any recommendations required, will be reported through the current Combined Authority governance arrangements for a formal decision/approval.

Updated: 7 August 2019

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## **Appendix 8- Adult Education Budget**

Is there reference to this anywhere in the main text?

Need something for PCC also???

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## GLOSSARY

<b>ASR</b>	<b>Appraisal Specification Report:</b> A report produced by the scheme promoter, in conjunction with the West Yorkshire Combined Authority, setting out the agreed approach to appraisal of the scheme, as part of the assurance process.
<b>AST</b>	<b>Appraisal Summary Table:</b> A summary of the key consequences relating to the environmental, economic and social impacts of schemes. They are used to help determine which schemes should proceed and if they do, to decide which options to choose.
<b>BCG</b>	<b>Business Communications Group:</b> A group of people made up of key representatives from organisations in the City Region. They support business growth and act as an advisory group to the LEP Board.
<b>BCR</b>	<b>Benefit Cost Ratio:</b> An indicator used in cost-benefit analysis that attempts to summarise the overall value for money of a project or proposal.
<b>BEIS</b>	<b>Business, Energy and Industrial Strategy:</b> A ministerial department supported by 41 agencies and public bodies. It brings together responsibilities for business, industrial strategy, science, research and innovation, energy and clean growth, and climate change.
<b>BGP</b>	<b>Business Growth Programme:</b> The department for Business, Energy & Industrial Strategy set up grants for businesses that meet certain requirements. Businesses can apply to the Leeds City Region LEP to obtain these grants.
<b>BIG</b>	<b>Business Innovation and Growth Panel:</b> The panel consists of representatives from the private sector, universities, policy-makers and delivery partners. The panel reports to the LEP Board and the Combined Authority.
<b>CBA</b>	<b>Cost Benefit Analysis:</b> A systematic approach to estimating the strengths, weaknesses and alternatives for a decision to be made. It involves adding up the benefits of a course of action and then comparing these with the costs associated with it.
<b>CSF</b>	<b>Critical Success Factors:</b> A management term for an element that is necessary for an organisation or project to achieve its goals.
<b>DfT</b>	<b>Department for Transport:</b> A ministerial department supported by 23 agencies and public bodies. They work with agencies and partners to support the transport network and plan and invest in transport infrastructure.
<b>ERDF</b>	<b>European Regional Development Fund:</b> Aims to strengthen economic and social cohesion in the European Union by correcting imbalances between its regions. The ERDF focuses its investments on several key priority areas and is designed to reduce economic, environmental and social problems in urban areas.
<b>ESIF</b>	<b>European Structural and Investment Funds:</b> Includes money from the European Social Fund, European Regional Development Fund and European Agricultural Fund for Rural Development.
<b>EU</b>	<b>European Union:</b>

	An association of European nations formed in 1993 for the purpose of achieving political and economic integration. Incorporating the European Community, the European Union's member states are Austria, Belgium, Bulgaria, Croatia, Cyprus, the Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, the Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, and the United Kingdom. In 2016 the United Kingdom voted by referendum to withdraw from membership in the European Union.
<b>EZ</b>	<b>Enterprise Zone:</b> An area in which state incentives such as tax concessions and infrastructure incentives are offered to encourage business investment. There are 24 enterprise zones in England.
<b>FBC</b>	<b>Full Business Case:</b> Provides the detail of the preferred solution for a project or programme. It confirms the benefit, cost and risk of delivering the preferred solution. FBC+ represents a full business case with finalised costs.
<b>GPF</b>	<b>Growing Places Fund:</b> Funding from the Ministry of Housing, Communities and Local Government that supports key infrastructure projects designed to unlock wider economic growth, create jobs and build houses in England. This fund comprises of £730 million.
<b>GVA</b>	<b>Gross Value Added:</b> Measures the contribution made to the economy and is a key indicator of the state of the whole economy. It measures the value of goods and services produced in an area.
<b>Green Book</b>	HM Treasury guidance for public sector bodies on how to appraise proposals before committing funds to a policy, programme or project.
<b>HE</b>	<b>Homes England:</b> Formerly known as Homes and Communities Agency. An executive non-departmental public body that is sponsored by the Ministry of Housing, Communities and Local Government. HE helps create successful communities by making more homes and business premises available to the residents and businesses who need them.
<b>HMT</b>	<b>Her Majesty's Treasury:</b> The government's economic and finance ministry, maintaining control over public spending, setting the direction of the UK's economic policy and working to achieve strong and sustainable economic growth.
<b>LCR</b>	<b>Leeds City Region:</b> A functional region around Leeds, West Yorkshire.
<b>LEP</b>	<b>Local Enterprise Partnership:</b> Locally-owned voluntary partnerships between local authorities and Businesses. Set up in 2011, they play a central role in deciding local economic priorities and undertaking activities to drive economic growth and create local jobs.
<b>LGF</b>	<b>Local Growth Fund:</b> Growth Deal funding provided to Local Enterprise Partnerships for projects that benefit the local area and economy.
<b>LIS</b>	<b>Local Industrial Strategy:</b> Led by Mayoral Combined Authorities or Local Enterprise Partnerships, to promote the coordination of local economic policy and national funding streams and establish new ways of working between national and local government, and the public and private sectors.

<b>LVU</b>	<b>Land Value Uplift</b> This is quantification of the net benefits of a scheme proposal. This measures the difference of value from the land's current use to when it is used for another purpose as an economic uplift and captures all private sector costs of development.
<b>MCA</b>	<b>Mayoral Combined Authority:</b> A combined authority with a mayor that is elected by the residents of the area. The mayor, in partnership with the combined authority, exercises the powers and functions devolved from government, set out in the local area's devolution deal.
<b>MD</b>	<b>Managing Director:</b> The person who is in overall charge of the running of an organisation or business. The Managing Director of the Combined Authority is also the Chief Executive Officer of the LEP.
<b>MHCLG</b>	<b>Ministry of Housing, Communities and Local Government:</b> Formerly known as Department for Communities and Local Government (DCLG). A ministerial department supported by 13 agencies and public bodies. They create great places to live and work, and to give more power to local people to shape what happens in their area.
<b>NPV</b>	<b>Net Present Value:</b> The difference between the present value of the future cash flows from an investment and the amount of investment. NPV is used to analyse the profitability of a projected programme or project.
<b>Nolan Principles</b>	The seven principles of public life, which are the basis of the ethical standards expected of public office holders.
<b>OBC</b>	<b>Outline Business Case:</b> This sets out the preliminary information regarding a proposed project/ programme. It contains information needed to help make a decision regarding the implementation of the project/ programme such as envisaged outcomes, benefits and potential risks associated.
<b>Orange Book</b>	HM Treasury guidance for public sector bodies on risk management.
<b>PAT</b>	<b>Programme Appraisal Team:</b> A team formed to ensure compliance with the assurance framework. It is a formal group of West Yorkshire Combined Authority officers who oversee the assurance process.
<b>PCR</b>	<b>Project Closure Report:</b> The final document produced for the project and is used by senior management to assess the success of the project, identify best practice for future projects, resolve all open issues and formally close the project.
<b>PIMS</b>	<b>Portfolio Information Management System:</b> A bespoke management system used to provide transparency, consistency, efficiency and focus on delivery.
<b>PMA</b>	<b>Portfolio Management And Appraisal Team:</b> A team formed to ensure a rigorous approach to the assurance process, including the appraisal of projects and monitoring and reporting on our portfolio, so we get the best schemes for our money
<b>QRA</b>	<b>Quantified Risk Assessment:</b> A structured approach to identifying and understanding the risks associated with hazardous activities. The assessment takes inventory of potential hazards, their likelihood and consequences.
<b>RAG</b>	<b>Red, Amber and Green rating:</b>

	Also known as the traffic light system and used as a visual cue to project performance.
<b>REM</b>	<b>Regional Econometric Model:</b> Incorporates aspects of four major modelling approaches; Input - Output, General Equilibrium, Econometric, and Economic Geography. It estimates the changes in total regional income and employment.
<b>SA</b>	<b>Strategic Assessment:</b> This determines the strategic context for a programme/project and provides an early opportunity for key stakeholders to influence the direction, scope and scheme content.
<b>SEP</b>	<b>Strategic Economic Plan:</b> A long-term plan that shows how the LEP and Local Authorities will grow the economy and how its ambitions will be achieved. The SEP will be replaced by SEF during 2020.
<b>SEF</b>	<b>Strategic Economic Framework:</b> An agile, long-term strategic framework, incorporating both the new Local Industrial Strategy (LIS) as well as a full range of policies and strategies, reflecting the scale of our ambitions and priorities for the City Region.
<b>SME</b>	<b>Small and Medium Enterprises:</b> A company is defined as an SME if it has a staff headcount of either <50 (small) or <250 (medium sized). The company also needs to have a turnover or balance sheet total of ≤€10m (small) or ≤€50m (turnover) or ≤€43m (balance sheet) (medium).
<b>SOC</b>	<b>Strategic Outline Case (SOC)</b> The purpose of the SOC is to confirm the strategic context for the project, to make the case for change and to determine 'the preferred way forward'
<b>SUD</b>	<b>Sustainable Urban Development (part of the ESIF programme):</b> Part of the European Structural and Investment Funds programme operating as an Integrated Territorial Investment Instrument, which demonstrates the value of place-based solutions in responding to social, environmental and economic challenges. The area to be covered by SUD is the City Region's urban core of West Yorkshire and York.
<b>TfN</b>	<b>Transport for the North</b> A statutory sub-national transport body, which is a partnership of public and private sector representatives working with <a href="#">central government</a> and national transport bodies to develop and deliver strategic <a href="#">transport infrastructure</a> across the <a href="#">North of England</a> .
<b>UDM</b>	<b>Urban Dynamic Model:</b> A simulation of how transport interacts with population, employment and land-use over long periods of time, typically ten years or more. It helps understand how transport could contribute to economic regeneration.
<b>VfM</b>	<b>Value for Money:</b> The most advantageous combination of cost, quality and sustainability to meet customer requirements.
<b>TAG</b>	<b>Web-based Transport Appraisal Guidance:</b> Guidance on the conduct of transport studies. It provides advice on how to set objectives and identify problems, develop potential solutions, create a transport model for the appraisal of the alternative solutions and how to conduct an appraisal which meets the department's requirements.
<b>West Yorkshire</b>	An annual levy on the West Yorkshire authorities, which is used to invest in priority projects/programmes across West Yorkshire, helping to deliver a number of key transport priorities.

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## APPENDIX 2 – Assurance Process

### 1 Introduction

- 1.1 The Leeds City Region Assurance Framework has been subject to an extensive review due to the West Yorkshire Devolution Deal for a Mayoral Combined Authority to be established.
- 1.2 As part of this process, the assurance process has been reviewed and amended based on feedback received as part of the consultation with stakeholders.
- 1.3 The updated process, shown in figure 1 below, has been presented to the Combined Authority's Senior Leadership Team, Directors of Development and Scrutiny Committee for feedback and comments to be received.
- 1.4 The proposed amendments to the process are as follows:

#### **West Yorkshire Investment Strategy (WYIS)**

- The programmes/projects will of work that enter the Assurance Framework and will flow from the WYIS.
- The detail of this is still to be agreed but this will set out the context, objectives and targets of the MCA and the transformational investments that the MCA will commit resources to over an agreed time period (possibly 5 years).
- The programmes / projects that enter the Assurance Framework will flow from the WYIS.

#### **Stage 1: Assessment and Sequencing- led by Policy**

- The main change in Stage 1 is that this will be led by Policy, in close consultation with Delivery and Corporate Services, and the deletion of the existing decision point 1 (approved by the Director of Delivery in consultation with the Director of Policy, Strategy and Communications).
- **Activity 1** will now provide an early stage light touch review to identify approaches / schemes that align with the transformational investments set out in the WYIS. This will be done through the use of Strategic Assessments or a similar tool as part of a sequencing / prioritisation process and will include political engagement. It is proposed that a Strategic Assessment Prioritisation Group (SAP) replaces SARG to provide this check and Challenge Review
- The main output of Stage 1 is now **Activity 2: Strategic Outline Case (SOC)**. This will be undertaken at programme level wherever possible, to allow full appraisal and consideration of impact of the programme. Where a programme SOC is submitted it will set out the

projects to be included based on the programme criteria. Projects may still be submitted however and these will have their own SOC.

### **Stage 2: Scheme Development- led by Delivery**

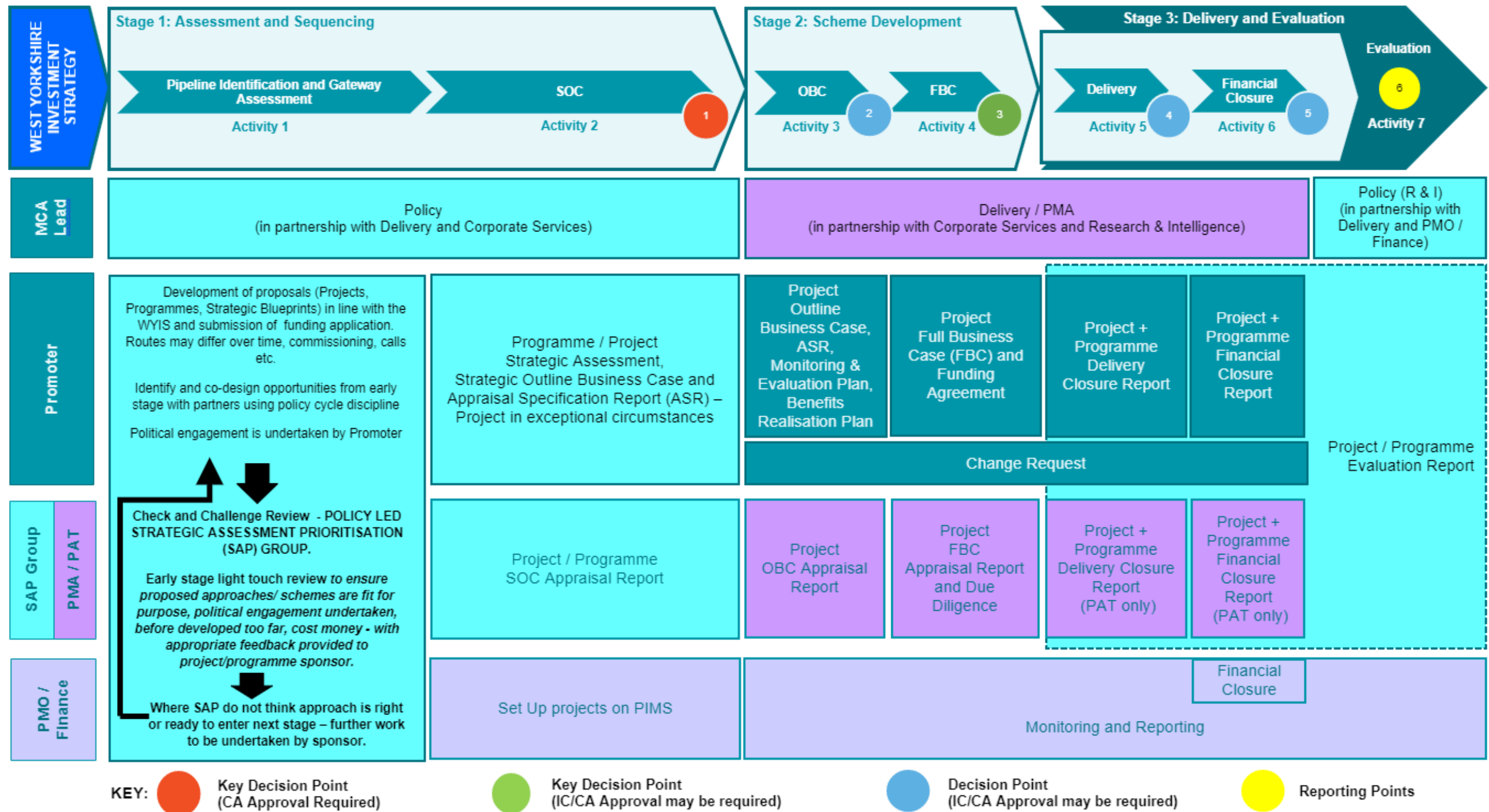
- The main change in Stage 2 is that the need for a Full Business Case with Finalised Costs has been removed.
- **Activity 3:** Outline Business Case (OBC) remains largely the same. Guidance will be provided around the level of detail expected at OBC compared to the Full Business Case (FBC) and work is ongoing with regards to proportionality of business cases. A Monitoring and Evaluation Plan and Benefits Realisation Plan are required as part of the Assurance Framework.
- **Activity 4:** Full Business Case. It is proposed that approval to progress is granted with conditions set regarding funding. When these conditions have been met, and the scheme costs have remained within the allocated budget post procurement, this is then approved to proceed into delivery by the Director of Delivery following a recommendation from the Portfolio Appraisal Team (PAT). If the conditions are not met, then the scheme would return to FBC for additional costs and impact to be considered.

### **Stage 3: Delivery and Evaluation- Activity 5 and Activity 6 led by Delivery and Activity 7 led by Policy (R&I)**

- **Activity 5:** Delivery Closure Report and **Activity 6:** Financial Closure Report will still be undertaken as existing, but in a slightly different format.
- **Activity 7:** Evaluation will be led by Research and Intelligence. This is a reporting point as opposed to the previous decision points in the process, and will be undertaken when the Programme (or project in some circumstances), is completed for an evaluation of the benefits, outcomes and economic impact compared to the overall programme objectives set out in the SOC. Interim evaluations may also be undertaken as required as set out in the Monitoring and Evaluation Plan.



Figure 1: Assurance process



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**Report to:** Overview and Scrutiny Committee

**Date:** 13 November 2020

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

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**Director:** Angela Taylor, Corporate Services

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

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## **1. Purpose of this report**

- 1.1 To note or amend the 2020/21 work programme and 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.

### **Referrals to scrutiny**

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

### **Reviews**

- 2.5 At the last meeting, the committee agreed to revisit the reviews from the previous municipal year, on the evaluation of business grants/support schemes and the response to the declaration of a climate emergency, which were interrupted by COVID-19 at an appropriate time.
- 2.6 No other formal reviews are ongoing or have been proposed at this time.

### **Agenda items and forward plan 2020/21**

- 2.7 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 COVID-19 recovery efforts, including on budget/corporate performance, economic services and programme delivery.
- 2.8 The agenda forward plan as it stands is outlined in **Appendix 1**.

### **Working groups**

- 2.9 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 support the scrutiny process.
- 2.10 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.
- 2.11 This year, the committee appointed two task and finish groups focusing on two major elements of the programme of work to make the Combined Authority ‘mayor ready’ by May 2021; one on **governance & scrutiny reform** and one on **finances & corporate matters**.
- 2.12 The current memberships of the working groups are:
- **Governance & Scrutiny:** *Councillors James Baker, Dot Foster, Peter Harrand, Andrew Hollyer, Yusra Hussain and David Jones.*
  - **Finances & Corporate:** *Councillors Stephen Baines, Paul Davies, Jacob Goddard, Peter Harrand, Olivia Rowley, Rosie Watson, and Geoff Winnard*
- 2.13 Since the last committee meeting, a general work plan has been agreed by each working group and meeting dates throughout September and October 2020 have been arranged.
- 2.14 Lead Members, Cllr James Baker (governance & scrutiny) and Cllr Stephen Baines (finances & corporate), will update the committee verbally on any matters not included in this report.

### **Spokespersons**

- 2.15 This standing item is an opportunity for spokespersons to update the committee on any of their activities in between meetings.
- 2.16 Last 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 key policy areas.
- 2.17 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.
- 2.18 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

### **Key decisions and call in**

- 2.19 Five members of the Overview and Scrutiny Committee – including at least one member from two different constituent councils (in West Yorkshire) – may call-in any decision of the Combined Authority, a decision-making committee<sup>1</sup> and any key decisions taken by an officer (except for urgent decisions). Key decisions are defined as any decision incurring a financial cost or saving of £1 million or more, or a decision likely to have 'a significant effect' on two or more wards.
- 2.20 Decision makers have two days to publish notice of a decision, at which point scrutiny members have five working days to call in the decision, delaying its implementation, and formally requiring the decision maker to reconsider. Scrutiny members are notified by email of decisions.
- 2.21 Members may call-in a decision by notifying the Scrutiny Officer in writing by 4.00 pm on the fifth working day following publication. The Committee then has 14 days to meet, scrutinise the decision and make any recommendations. Further information is set out in Scrutiny Standing Order 13.
- 2.22 The forward plan of key decisions is published on the [key decisions section of the Combined Authority's website](#). The forward plan of key decisions is attached at **Appendix 2**.
- 2.23 All decisions eligible for call-in taken by decision making committees (Combined Authority, Transport Committee and Investment Committee) are published on [the meetings section of the Combined Authority website under each committee](#).

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

## **Matters to raise at the Combined Authority meeting**

- 2.24 The Chair of the Overview and Scrutiny Committee has a standing invitation to meetings of the Combined Authority as a (non-voting) observer in order to raise any scrutiny matters and convey any feedback from scrutiny members to the Combined Authority. The Scrutiny Deputy Chair may also deputise for the Chair as an observer.
- 2.25 The previous meeting took place on 4 September 2020. There is also a meeting taking place on 10 November 2020, after the publication of this report but before the date of this meeting. Further meetings are scheduled later in November and on 10 December 2020.
- 2.26 The decision summary sheet of decisions taken at the Combined Authority meeting on 4 September 2020 is available online at:  
<https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=133&MId=1046&Ver=4>
- 2.27 [Minutes and agendas from past meetings<sup>2</sup>](#) of the Combined Authority can be accessed on the Combined Authority's website. Agendas and reports for future meetings are also published there.

## **Changes in membership**

- 2.28 There have been no changes in membership since the last meeting.

## **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 and all its members in exercising their duties and fulfilling their objectives.

## **3. Financial Implications**

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

## **4. Legal Implications**

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

## **5. Staffing Implications**

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

## **6. External Consultees**

- 6.1 No external consultations have been undertaken.

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

## **7. Recommendations**

- 7.1 That the work programme be noted or amended.
- 7.2 That any additional verbal updates from working group leads and spokespersons be noted.
- 7.3 That the forward plan of upcoming key decisions be noted.

## **8. Background Documents**

[Scrutiny Standing Orders](#)

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

[Forward plans of key decisions from this month onwards](#)

## **9. Appendices**

Appendix 1 – Scrutiny Work Programme 2020/21

Appendix 2 – Forward plan of key decisions from 1 November 2020

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## 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"> <li>1. Governance arrangements</li> <li>2. Work Programme approval</li> <li>3. Annual report 2019/20</li> <li>4. Mayoral devolution update</li> <li>5. COVID-19 recovery and corporate performance monitoring</li> </ol>	<ol style="list-style-type: none"> <li>1. To confirm governance arrangements for the coming year</li> <li>2. To approve the work programme and establish any working groups for the coming year</li> <li>3. To receive an update on mayoral devolution since the last meeting</li> <li>4. To receive an overview of COVID-19 recovery efforts, corporate performance, programme delivery &amp; KPIs</li> </ol>	<ol style="list-style-type: none"> <li>1. Angela Taylor, Director of Corporate Services</li> <li>2. Brian Archer, Director of Economic Services</li> </ol>
11 Sept 2020	<ol style="list-style-type: none"> <li>1. Mayoral devolution &amp; working group updates</li> <li>2. COVID-19 recovery</li> <li>3. Corporate performance monitoring</li> </ol>	<ol style="list-style-type: none"> <li>1. To receive an update on mayoral devolution since the last meeting – including an analysis of consultation results, MCA ready and working group updates</li> <li>2. To receive an overview of COVID-19 recovery efforts, corporate performance, programme delivery &amp; KPIs</li> </ol>	<ol style="list-style-type: none"> <li>1. Ben Still, Managing Director</li> <li>2. Angela Taylor, Director of Corporate Services</li> <li>3. Brian Archer, Director of Economic Services</li> <li>4. Alan Reiss, Director of Policy, Strategy &amp; Comms</li> </ol>
13 Nov 2020	<ol style="list-style-type: none"> <li>1. Mayoral devolution</li> <li>2. Working group updates</li> <li>3. Corporate performance monitoring</li> <li>4. Assurance Framework</li> </ol>	<ol style="list-style-type: none"> <li>1. To receive an update on mayoral devolution since the last meeting – including mayoral order, MCA ready</li> <li>2. Working group updates</li> <li>3. To receive an overview of corporate performance, programme delivery &amp; KPIs – and budget and business planning 2021/22</li> <li>4. To consider the final draft of the assurance framework</li> </ol>	To be confirmed
22 Jan 2021	<ol style="list-style-type: none"> <li>1. Mayoral devolution</li> <li>2. Working group updates &amp; scrutiny review report</li> <li>3. COVID-19 recovery and corporate performance</li> </ol>	<ol style="list-style-type: none"> <li>1. To receive an update on mayoral devolution since the last meeting – including mayoral order, MCA ready</li> <li>2. Working group updates and second report on scrutiny review</li> </ol>	To be confirmed

	<b>monitoring + Budget 2021/22</b>	3. To receive an overview of COVID-19 recovery efforts, corporate performance, programme delivery & KPIs – and budget and business planning 2021/22	
<b>19 March 2021</b>	<b>1. Mayoral devolution update 2. COVID-19 recovery and corporate performance monitoring</b>	1. To receive an update on mayoral devolution since the last meeting – including mayoral order, MCA ready and working group updates 2. To receive an overview of COVID-19 recovery efforts, corporate performance, programme delivery & KPIs	To be confirmed
<b>21 May 2021</b>	<b>1. Annual report 2020/21 2. Mayoral devolution update 3. COVID-19 recovery and corporate performance monitoring</b>	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
112 Governance & Scrutiny	<i>James Baker Dot Foster Peter Harrand Andrew Hollyer Yusra Hussain 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/or make recommendations regarding: <ul style="list-style-type: none"> <li>• New governance structure</li> <li>• New scrutiny arrangements</li> </ul>	<i>14 September 2020 7 October 2020 14 October 2020 26 October 2020</i>
Finances & Corporate	<i>Stephen Baines Paul Davies Jacob Goddard Peter Harrand Olivia Rowley Rosie Watson 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/or make recommendations regarding: <ul style="list-style-type: none"> <li>• New assurance framework</li> <li>• Financial strategy and arrangements</li> <li>• Formation of business plans and budgeting</li> <li>• Any changes to corporate/organisational systems and processes</li> </ul>	<i>24 September 2020 22 October 2020 27 October 2020 6 November 2020</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.
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.

## Spokespersons

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

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## Forward Plan of Key Decisions from 1 November 2020

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
<b>West Yorkshire Combined Authority</b>					
115 European Structural and Investment Funds (ESIF) – Sustainable Urban Development (SUD)	To consider and subsequently approve applications for Sustainable Urban Development, to support the delivery of European Structural and Investment Funds Strategy and the Strategic Economic Plan.	West Yorkshire Combined Authority	25 Jun 2020	Director of Delivery	Angie Shearon angie.shearon@westyorks-ca.gov.uk
Transforming Cities Fund: Active and Sustainable Travel in Wakefield City Centre	Approval for the scheme to progress through decision point 2 (Strategic Outline Case).F	West Yorkshire Combined Authority	10 Nov 2020	Director of Policy, Strategy & Communication	Fiona Limb Fiona.Limb@westyorks-ca.gov.uk
TCF: Halifax, Walking Cycling and Bus Transformation Package	Approval for the scheme to proceed through decision point 2 (Strategic Outline Case).	West Yorkshire Combined Authority	10 Nov 2020	Director of Delivery	Fiona Limb Fiona.Limb@westyorks-ca.gov.uk
TCF: Preparing for TRU at Huddersfield and opening up employment sites	Approval for the scheme to proceed through decision point 2 (Strategic Outline Case).	West Yorkshire Combined Authority	10 Nov 2020	Director of Delivery	Fiona Limb Fiona.Limb@westyorks-ca.gov.uk
TCF: York Station and City Centre Access Package	Approval for the scheme to proceed through decision	West Yorkshire Combined	10 Nov 2020	Director of Delivery	Fiona Limb Fiona.Limb@westyorks-

Appendix 2

Agenda Item 9

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
	point 2 (Strategic Outline Case).	Authority			ca.gov.uk
Devolution implementation – consent to draft Order	To consent to the draft Order to enable a mayoral combined authority model and associated changes to be adopted and implemented by May 2021, as set out in the ‘minded to’ Devolution Deal.	West Yorkshire Combined Authority	10 Nov 2020	Director of Policy, Strategy & Communication	Emma Longbottom Emma.Longbottom@westyorks-ca.gov.uk
A58 Corridor	Approval for the scheme to progress through Activity 3 (Outline Business Case).	West Yorkshire Combined Authority	10 Dec 2020	Director of Delivery	James Bennett james.bennett@westyorks-ca.gov.uk
Mytholmroyd Flood Alleviation	Approval for the Mytholmroyd Flood Alleviation Change Request.	West Yorkshire Combined Authority	10 Dec 2020	Director of Delivery	Daisy Johnson daisy.johnson@westyorks-ca.gov.uk
City Connect - Steeton & Silsden Crossing	Approval for the scheme to proceed through decision point 3 (Outline Business Case).	West Yorkshire Combined Authority	4 Feb 2021	Director of Delivery	Robert Griffiths Robert.griffiths@westyorks-ca.gov.uk
Huddersfield Station Gateway – all phases	Approval for the scheme to proceed through Activity 3 (Outline Business Case) and work commence on Activity 4 (Full Business Case).	West Yorkshire Combined Authority	4 Feb 2021	Director of Delivery	Caroline Coy caroline.coy@westyorks-ca.gov.uk

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
<b>Transport Committee</b>					
<b>West Yorkshire &amp; York Investment Committee</b>					
A629 Phase 2	Approval for the scheme to progress through Activity 4 (Full Business Case)c	West Yorkshire and York Investment Committee	5 Nov 2020		Caroline Coy caroline.coy@westyorks-ca.gov.uk
Bradford Heritage Properties (High Point)	Approval for the scheme to progress through decision point 5 (Full Business Case with Finalised Costs).	West Yorkshire and York Investment Committee	5 Nov 2020	Director of Delivery	Polly Hutton polly.hutton@westyorks-ca.gov.uk
Wakefield South East Gateway - Kirkgate	Approval for the scheme to progress through decision point 5 (Full Business Case with Finalised Costs).	West Yorkshire and York Investment Committee	5 Nov 2020	Director of Delivery	Polly Hutton polly.hutton@westyorks-ca.gov.uk
Wakefield South East Gateway - Rutland Mills	Approval for the scheme to progress through decision point 5 (Full Business Case with Finalised Costs).	West Yorkshire and York Investment Committee	5 Nov 2020	Director of Delivery	Leanne Walsh
Rail Park and Ride Programme (Steeton & Silsden, Moorthorpe and	Approval for the Activity 5 (Full Business Case with Finalised costs) Change	West Yorkshire and York Investment	5 Nov 2020	Director of Delivery	John Parkin John.Parkin@westyorks-ca.gov.uk

<b>Title</b>	<b>Description</b>	<b>Decision Maker</b>	<b>Decision Due Date</b>	<b>Lead Director</b>	<b>Officer Contact</b>
Normanton schemes)	Request. This change request is seeking approval for an increase in the scheme approvals, contract values and timescales for each of the 3 schemes mentioned above.	Committee			
Regent Street Bridge	Approval for the scheme to progress through Activity 5 (Full Business Case with finalised costs) and work commence on Activity 6 (Delivery).	West Yorkshire and York Investment Committee	2 Dec 2020	Director of Delivery	Andrew Norman andrew.norman@westyorks-ca.gov.uk
LTP ITB Rail Accessibility Package	Approval for the scheme to progress through DP5 (Full Business Case).	West Yorkshire and York Investment Committee	2 Dec 2020	Director of Delivery	Rebecca Cheung rebecca.cheung@westyorks-ca.gov.uk
LTP Transforming Travel Centres	Approval for the scheme to progress through Activity 2 (Strategic Outline Case).	West Yorkshire and York Investment Committee	2 Dec 2020	Director of Delivery	Gina Dixon gina.dixon@westyorks-ca.gov.uk
Getting Building Fund: Holbeck Phase 2 Victorian Terrace Retrofit	Approval for the scheme to progress through Activity 5 (Full Business Case with finalised costs).	West Yorkshire and York Investment Committee	2 Dec 2020	Director of Delivery	Elizabeth Courtney elizabeth.courtney@westyorks-ca.gov.uk



Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
Getting Building Fund: Bradford One City Park	Approval for the scheme to progress through Activity 5 (Full Business Case with finalised costs).	West Yorkshire and York Investment Committee	3 Feb 2021	Director of Delivery	Rob Tranmer rob.tranmer@westyorks-ca.gov.uk
<b>Officer delegated decisions</b>					
Corridor Improvement Programme - Dyneley Arms, Leeds	Approval for the scheme to progress through Activity 4 (Full Business Case)		30 Oct 2020		Andrew Norman andrew.norman@westyorks-ca.gov.uk
149 LPTIP White Rose Station	Change Request approval for the White Rose Station Scheme	Managing Director	6 Nov 2020		Peter Coello peter.coello@westyorks-ca.gov.uk
Enterprise Zone: Parry Lane	Approval for the scheme to progress through Activity 5 (Full Business Case with finalised costs).		20 Nov 2020		Jess McNeill jessica.mcneill@leeds.gov.uk
LPTIP: A61 North	Approval for the scheme to progress through Activity 5 (Full Business Case with finalised costs).		20 Nov 2020		Andrew Norman andrew.norman@westyorks-ca.gov.uk
Corridor Improvement Programme - Huddersfield Southern Corridor	Approval for the scheme to progress through Activity 5 (Full Business Case with finalised costs).		11 Dec 2020		James Bennett james.bennett@westyorks-ca.gov.uk

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
<p>Appointment of Consultants to provide business case support for the Corridor Improvement Programme and Transport Fund schemes.</p>	<p>Jacobs engineering was appointed as the consultant to provide business case support following a procurement exercise, tender reference CA1091. An RFD was approved on the 20th December 2019 and appointed Jacobs as framework supplier and with an initial order of works for Commission 1 and Commission 2. The total value of orders to date for both Commissions (as at 18/05/20) has been £639,933. A written record of an officer decision was made in January 2020.</p> <p>The contract was set up with known work, Commission 1 and 2, and secondly a framework using a rate card for subsequent works with a total potential value of up to £2m. Following the initial Commissions it is now forecast that a utilisation of</p>		<p>Before 3 Jul 2021</p>		<p>James Bennett james.bennett@westyorks-ca.gov.uk</p>

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
121	<p>the framework element over the course of the next 12- 24 months. This will place new orders from the framework element of the contract.</p> <p>The total value of the new Commission is not known, but it could be anywhere between the current Commissions value of £639,933 to the total framework ceiling of £2m during the next 12- 24 months. The work is likely to involve the production of business cases. Therefore, this key decision is in place highlighting the potential value of works over the next 12- 24 months.</p>				

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