

OVERVIEW AND SCRUTINY COMMITTEE

**MEETING TO BE HELD REMOTELY AT 11.00 AM ON FRIDAY 22
JANUARY 2021 VIA ZOOM AND LIVE STREAMED AT:**

<https://www.youtube.com/channel/UCaziNSGpqZZT41Vibn2ZK9A/live>

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 13 NOVEMBER 2020**
(Pages 1 - 6)
- 5. CHAIR'S UPDATE**
To receive any verbal updates from the Chair of the Committee.
- 6. MAYORAL DEVOLUTION UPDATE**
To receive an update on mayoral devolution progress since the last meeting and an update on preparations to make the organisation 'mayor-ready'.
(Pages 7 - 20)
- 7. DRAFT BUDGET 2021/22 AND CORPORATE PERFORMANCE**
To receive an update on 2021/22 budget setting and business planning progress and an overview of the latest corporate performance and risk assessments since the last meeting.
(Pages 21 - 32)
- 8. ECONOMIC UPDATE - COVID-19 AND EU EXIT**
To receive an update on the intelligence on the impact of both COVID-19 and EU Exit on West Yorkshire and its economy, and to update on the measures being taken to support communities and businesses.
(Pages 33 - 40)
- 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 41 - 60)

10. DATE OF THE NEXT MEETING - 19 MARCH 2021

Signed:

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

**Managing Director
West Yorkshire Combined Authority**

MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD REMOTELY ON FRIDAY 13 NOVEMBER 2020

Present:

Cllr Peter Harrand (Chair)	Leeds City Council
Cllr Stephen Baines	Calderdale Council
Cllr James Baker (Deputy Chair)	Calderdale Council
Cllr Paul Davies	Kirklees Council
Cllr Stephen Fenton	City of York Council
Cllr Dot Foster	Calderdale Council
Cllr Andrew Hollyer	City of York Council
Cllr David Jenkins (Substitute)	Leeds City Council
Cllr David Jones	Wakefield Council
Cllr Christine Knight	Leeds City Council
Cllr Rachel Melly	City of York Council
Cllr Sarfraz Nazir	Bradford Council
Cllr Betty Rhodes	Wakefield Council
Cllr Olivia Rowley	Wakefield Council
Cllr Rosie Watson	Bradford Council
Cllr Geoff Winnard	Bradford Council

In attendance:

Khaled Berroum	West Yorkshire Combined Authority
Ian Pegg (Minute 26 only)	West Yorkshire Combined Authority
Ben Still	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority

19. Apologies for absence

Apologies for absence were received from Councillors Jacob Goddard, Yusra Hussain and Richard Smith.

Councillor David Jenkins attended as a substitute on behalf of Councillor Goddard.

20. Declarations of Disclosable Pecuniary Interests

There were no declarations of disclosable pecuniary interests.

21. Possible exclusion of the press and public

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

22. Minutes of the meeting held on 11 September

Resolved: That the minutes of the last meeting held on 11 September 2020 be approved.

23. Chair's update

The Committee noted a verbal update by the Chair in which he thanked members for their contributions to scrutiny this year and noted the value in scrutiny continuity provided by the rollover of membership due to the pandemic. The Chair offered to write to the constituent authorities and suggest that membership roll over again for the first year of the new mayoral authority.

The Chair also invited the Combined Authority's Managing Director to provide a brief verbal update on devolution. The Committee was told that:

- There was a slight delay on the Secretary of State's side due to departmental resources shifting to work on COVID-19 lockdown situation.
- The full council votes have been pushed back two weeks with the final sign off expected on 27 November 2020. No further obstacles are expected and it is understood a date in December has been set for the Mayoral Order to be laid before Parliament.
- The MCA Ready Programme is continuing in the meantime as normal – including further work on reviewing the governance and scrutiny structures, in particular on Adult Education Budget (AEB) decision making and accountability arrangements.

Following questions and discussion, the Committee also noted that:

- The Mayoral Order doesn't give the non-constituent council of York automatic voting rights, but the Combined Authority is able to grant the York representative voting rights. This is the case currently and is expected to continue in the future – pending the conclusion of an ongoing local government reorganisation in North Yorkshire.
- New non-mayoral functions come into effect from the date the Order is given ascent – expected in early 2021. Interim governance arrangements would then apply until a mayor is elected, even in the event that the 2021 elections are cancelled again for any reason. Only the elected mayor can exercise the mayoral functions.
- Even if the mayor chooses to appoint a 'cabinet' of portfolio holders from amongst the Combined Authority members, the Order does not allow portfolio holders to exercise any functions as individuals. They would have strategic, policy or service responsibilities but any decisions must be voted on.

Resolved:

- i) That the Chair and Managing Director's verbal updates be noted.

- ii) That members raise any further questions on devolution or the Mayoral Order at the scrutiny members workshop scheduled for 25 November 2020.
- iii) That a note explaining the rules and process for the appointment of the deputy mayors by the elected mayor be sent to scrutiny members.

24. Governance and Scrutiny Working Group report

The Committee considered a report of the Governance and Scrutiny Working Group, presented by the Deputy Chair of Scrutiny, asking the Committee to consider recommendations on methods for scrutinising the mayor directly, a governance review and one of three possible models for scrutiny:

- Option 1** One enhanced select committee
- Option 2** Three committees divided thematically
- Option 3** Two committees divided by function

Following questions and discussion, the Committee voted to recommend the model in **Option 1 – ‘one enhanced select committee’**.

The Committee agreed, regardless of the model chosen, that:

- scrutiny must look, feel and operate differently
- success depends on commitment from scrutiny members to dedicate the time to fulfilling their duties.
- more scrutiny officers and resources are necessary to support members fulfil their duties and manage a much-expanded scrutiny function expected to scrutinise a vastly expanded mayoral combined authority with greater powers and spending.

Other comments and suggestions included:

- An increase of the number of meetings per year should be considered to give members more time and opportunities to scrutinise issues in more depth.
- An overarching committee is necessary to maintain consistency and coordinate all scrutiny activity. Having too many co-equal committees might lead to silo thinking / working between committees.
- Terms of reference need to be flexible and not limit scrutiny’s remit. The issue with competition with other committees and panels, such as the Transport Committee and advisory panels, must be resolved.
- The emphasis on ‘big picture’ and strategic scrutiny is welcome, as is the emphasis on permanent sub-groups to oversee neglected areas of scrutiny such as public engagement and pre-decision scrutiny.
- However, an emphasis on big picture and strategic scrutiny shouldn’t detract scrutiny from making a demonstrable impact and always being relevant to the day to day activity of the Combined Authority.
- If member role profiles are being considered, then the size of the committee could also be reconsidered to ensure that all members are doing equal work and working well as a team together.

Resolved:

- i) That Option 1 (one enhanced select committee) be chosen as the recommendation to the Combined Authority as the scrutiny model for a mayoral combined authority.
- ii) That a report be made by the Scrutiny Chair and Officer, on the Committee's behalf, to the Combined Authority outlining the recommended scrutiny model.
- iii) That the Director of Corporate Services and Scrutiny Officer consult on the budget implications of the extra staff and resources required to implement the chosen scrutiny model, ahead of the Combined Authority's consideration of the draft 2021/22 budget in December 2020.
- iv) That a further report be submitted to a future committee meeting outlining a more detailed trackable action plan to implement the chosen model.
- v) That the chosen model be revisited within 18 months (by May 2022) with an option to revisit it earlier if necessary.
- vi) That Scrutiny consider the new constitution prior to its approval.
- vii) 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.
- viii) That the working group's statement on governance (paragraphs 2.12 – 2.17) be circulated to members for further comment before submission to the Combined Authority.

25. 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:

- Ideally, the budget would be set over three-year plans but the nature of how the Combined Authority is funded does not allow for this. The Combined Authority does determine a three-year financial strategy instead.
- The government provided a one off £250,000 grant in the devolution deal to support the Combined Authority in the initial 'set up' of 'mayoral operations'. These include elections, the new mayoral office, any additional support staff, and a compulsory election booklet to every West Yorkshire Household.
- In the absence of further funding provided by the government to fund these elements, and due to the pressures on the revenue budget imposed by COVID-19, the only available pot of money is likely to be the £38m Gainshare fund.

- Election costs could be around £3m (to be paid to partner authorities). This would constitute around 8% of the annual £38m Gainshare fund and is an expense that would occur every four years – not withstanding a by-election.
- It is still to be determined whether this would be funded from revenue or capital side of the Gainshare fund. The revenue option is uniquely available to West Yorkshire – all other combined authorities' gainshare is capital only.
- The necessity of using at least 8% of Gainshare for elections, and even more for the mayoral office, should be communicated to residents as many would expect that the £38m Gainshare funding was secured for services and projects only.
- The size of mayoral office itself is still to be determined. It is likely to be proportionate and streamlined but its composition and structure is ultimately up to the elected mayor to decide. In any case the Combined Authority's wage structure ensures all staff are paid the living wage.
- Police Commissioner staff will be funded from the police budget and will not affect wider Combined Authority finances.
- A statutory requirement commits the Combined Authority to prepare, print and distribute a hard copy election booklet (financed from existing budgets) explaining the mayoral combined authority and outlining the mayoral candidates to every household in West Yorkshire.
- There were concerns that the exercise would be expensive and not environmentally friendly, especially if the booklet reaches over 20 pages as reported.
- On balance, a one-off leaflet informing all West Yorkshire residents on major changes to the region's democratic structure and elections is justifiable.

Resolved:

- i) That the report be noted and the Committee's comments considered further.
- ii) That the Finances & Corporate Working Group consider the draft budget before the next meeting and advise the Committee.

26. Assurance Framework Review 2020

The Committee considered a report of the Director of Delivery providing an update on progress related to changes proposed to the Assurance Framework arising from the establishment of a mayoral combined authority.

The following points were made:

- The Assurance Framework is a critical document and is reviewed every year with the involvement of scrutiny, which also scrutinised the original document when it was first adopted.

- As the amount of money the Combined Authority will manage is due to increase significantly with mayoral devolution, a strong assurance process was even more important.
- The focus of this year's review was to make it compliant with mayoral functions and single pot funding arrangements and streamlining the system at partners' request while ensuring the rigour of assurance is maintained.
- Although the West Yorkshire Combined Authority's assurance framework is seen as an exemplar document the government, the review is never treated as formality and all effort is being undertaken to ensure compliance with national guidance.
- Any comments from the government regulators will be reported to scrutiny.

Resolved:

- i) That the report be noted.
- ii) That any changes requested, or comments made, by the central government on the Assurance Framework be reported to scrutiny.

27. Scrutiny Work Programme 2020/21

The Committee considered a report of the Scrutiny Officer outlining the 2020/21 Work Programme.

The Committee discussed the agenda for the next meeting and next steps for existing and paused working groups. The 'Finances & Corporate Working Group' intended to look at the budget at an appropriate time in late December / early January and members asked that the working groups from last year that were paused due to COVID-19 be revisited soon.

Resolved:

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

28. Date of the next meeting – 22 January 2021



Report to:	Overview and Scrutiny Committee
Date:	22 January 2021
Subject:	Devolution Update

Director:	Ben Still, Managing Director
Author:	Alice Rowland, Programme Manager (MCA Ready Preparations)

1. Purpose of this report

- 1.1 To update Overview and Scrutiny Committee on work underway to become a Mayoral Combined Authority and to implement the 'minded to' devolution deal agreed between West Yorkshire Leaders and government on 11 March 2020.

2. Information

Context

- 2.1 On 11 March 2020 West Yorkshire Leaders and Government signed a 'minded to' [devolution deal for West Yorkshire](#). The deal sets out a raft of new powers, funding and responsibilities to be transferred from central Government to West Yorkshire, along with the adoption of a directly elected Mayor from May 2021.
- 2.2 In order to progress with preparations for becoming a Mayoral Combined Authority (MCA) and implementing the devolution deal, a programme of work is underway within the Combined Authority. The Mayoral Combined Authority Ready Programme ('MCA Ready Programme') is comprised of a number of workstreams, themed around three priority areas:
- Workstreams for preparing the *partnership* of the Mayoral Combined Authority and West Yorkshire authorities
 - Workstreams to prepare the Combined Authority as an *organisation* for becoming a Mayoral Combined Authority and to implement the legal steps
 - Workstreams to take forward the *contents* of the 11 March Devolution Deal – the policy workstreams
- 2.3 The full list of workstreams which make up the programme is provided as Appendix 1. To effectively manage a programme of this breadth and

complexity, robust governance arrangements are required to keep track of the workstreams, ensure risks and issues are appropriately escalated and to make decisions at the strategic level. To this end, the MCA Ready Programme Board has been formed within the Combined Authority to oversee the delivery of the MCA Programme. A full risk register has been developed for the MCA Ready Programme and the individual projects within it, and this is reviewed by the MCA Ready Programme Board on a regular basis to ensure risks are effectively monitored and mitigated. A summary of the MCA Ready Programme risk register is provided as Appendix 2. This paper provides an update on the progress made to date across the MCA Ready Programme.

Mayoral Order

- 2.4 In order to implement the devolution deal, the Combined Authority and partner councils have been undergoing a statutory process to enable a Mayoral Order to be Made. The Mayoral Order is the piece of legislation which will create the Mayoral Combined Authority. The full timetable of the Mayoral Order process is set out below. Steps 1-6 have been carried out to date, culminating in the Mayoral Order being Laid in parliament on 17 December 2020. The next stage is for the Order to be debated in parliament and Made in January / February 2021 (the point at which the organisation formally becomes a Mayoral Combined Authority).

Table 1: Timetable of Mayoral Order Process

Step	Action / Decision	When – proposed timescales	Who
1	Carry out statutory Review	April - May 2020	Each Constituent Council and the Combined Authority jointly
	Consider Review outcome and resolve: - that an Order would be likely to improve statutory functions - agree Scheme for publication - agree to consult public on the Scheme	w/c 18 May 2020	Each Constituent Council, and the Combined Authority
2	Publish Scheme	25 May 2020	Constituent Councils and the Combined Authority jointly
3	Consultation	25 May 2020 - 19 July 2020	Constituent Councils and the Combined Authority jointly
4	Consider outcome of consultation and resolve to submit a summary of responses to the Secretary of State	1 - 8 Sept 2020	Each Constituent Council and the Combined Authority
5	Secretary of State approves proposals set out	Nov 2020	Secretary of State

	in Scheme and decides to lay draft Order/Regulations		
5	Consent to draft Order	w/c 23 Nov 2020	Each Constituent Council and the Combined Authority
	Draft order scrutinised by the JCSI legal advisers	Nov 2020	Joint Committee on Statutory Instruments
	Final consent to the order sought	15 Dec 20	Constituent Councils and the Combined Authority by delegation
6	Order Laid	17 Dec 2020	Secretary of State
	Order Made and final deal published	Jan / Feb 2021	Secretary of State
-	Notice of Mayoral Election	25 March 2021	Mayoral Combined Authority
-	Mayoral Election held	6 May 2021	Mayoral Combined Authority

Partnerships Workstreams (1-2)

- 2.5 Partnerships is one of the themes of the MCA Ready Programme and a range of work is underway in this area to help prepare for devolution implementation. This is focused on two key areas:
- Maximising our relationships with other Mayoral Combined Authorities to gain learning / best practice to feed into the delivery of the Programme, and to ensure we can work collaboratively in future.
 - Strengthening relationships between the Combined Authority and local authority partners, including how we can operate better as a partnership in the future. This work is being led by officers from each West Yorkshire Council.
- 2.6 To date, a range of conversations have taken place between Combined Authority officers and officers at other Mayoral Combined Authorities across England and the outputs of these have informed the development of key workstreams including Electoral Preparations, Workforce Planning and Single Investment Fund. In addition, to further strengthen MCA-level collaboration, West Yorkshire Combined Authority has joined the 'M9' network which supports joint engagement between the nine existing MCAs and government and enables us to work with other MCAs in a collaborative and effective way.

Organisational Readiness Workstreams (3-11)

- 2.7 Work is underway in a number of areas to ensure the organisation is ready to exercise its new duties and responsibilities as a Mayoral Combined Authority. Some key areas of progress are set out below.

Electoral Preparations

- 2.8 Combined Authority officers are working closely with colleagues at Leeds City Council to prepare for and execute the Mayoral Election scheduled for 6 May 2021. It has been agreed that Tom Riordan, Chief Executive of Leeds City Council, takes on the Combined Authority Returning Officer (CARO) role given the wealth of experience of running elections within the region. Ben Still,

Managing Director of the Combined Authority, will act as a Deputy CARO. The Combined Authority, in partnership with West Yorkshire local authorities, will lead on strategic communications for the Mayoral Election, including the production of the statutory election booklet which is required to be distributed to all registered voters in West Yorkshire.

- 2.9 Combined Authority officers are working to understand the implications of a potential delay to May elections, as well as the impact of the need for social distancing resulting from the Covid-19 pandemic and the national lockdown measures which are currently in place. An assessment of the practical arrangements necessary, as well as the possible mitigations for the MCA programme and Devolution Deal implementation is ongoing and a risk assessment is being conducted.

Organisational Systems

- 2.10 Work is underway to replace legacy Combined Authority finance and human resources systems with a new integrated system which is fit for purpose and able to support the Mayoral Combined Authority. This will enable efficiencies to be made, improve management information to aid decision making and deliver future-proofed flexible systems which will be able to adapt to any future organisational changes.

Workforce Planning

- 2.11 As part of the preparation to implement the devolution deal, a review is being conducted to ensure that the Combined Authority has the appropriate structures and skills in place to exercise its new functions and responsibilities. For example, a new team has been developed and recruited to deliver the Transforming Cities Fund programme, and this is already in place to support the tight delivery timescales of the programme.
- 2.12 Within this workstream detailed planning is also underway for the central support functions which will be required once the Mayor is in post. This has been informed by learning from other MCAs and includes a Mayor's Office and central Casework and Correspondence function.

Single Investment Fund

- 2.13 As part of the devolution deal, the Combined Authority is required to create a 'fully devolved funding programme covering all budgets for devolved functions' – a Single Investment Fund (SIF). Work is ongoing to design the operating principles of the SIF along with the West Yorkshire Investment Strategy. The draft principles of the SIF have been designed to ensure it supports delivery of the Combined Authority's strategic objectives and provides an opportunity to create a 'single pot' which brings together all of the Mayoral Combined Authority's funding, that gives greater local freedom and flexibility over how to prioritise investments and is outcome focussed guided by the overarching Strategic Economic Framework. All investments made through the SIF and

WYIS will be subject to assessment through the Combined Authority's Assurance Process.

Transfer of Police and Crime Commissioner Functions

- 2.14 The agreed devolution deal committed to the functions of the Police and Crime Commissioner (PCC) transferring to the Mayoral Combined Authority. It was agreed that this transfer will take place in May 2021 at the same time as the Mayoral Election, to enable a single election to take place for a Mayor who will also take on PCC functions from the start of their term. This also involves the transfer of some staff from the Office of the Police and Crime Commissioner (OPCC) across to the Mayoral Combined Authority.
- 2.15 Following the conclusion of the external due diligence exercise that there are no insurmountable barriers to the transfer of PCC functions to the Mayor at the time of the 2021 election, dedicated programme resource has been put in place to lead the transfer work across the Combined Authority, the OPCC and West Yorkshire Police. The transfer is intended to bring no significant changes to ways of working for OPCC staff or Combined Authority officers.
- 2.16 The transfer workstreams have been scoped, and subject leads in each of the three organisations are working closely together to deliver the transfer without impact on business as usual or disruption to provision of vital services. These nine workstreams comprise the transfer programme:
- Staffing Transition
 - ICT and Information Governance
 - National Police Air Service Transfer
 - Business Continuity including Shared Services
 - Procurement and Contract Management
 - Governance and Decision Making, Collaboration Agreement, Internal Audit
 - Land, Assets and Rights
 - Communications
 - Transfer of Financial Function
- 2.17 Project governance is in place to monitor progress and advise on the strategic decisions necessary for such a transfer, with a senior level project board meeting regularly in this regard.
- 2.18 A series of staff engagement sessions are being held with OPCC staff who are due to transfer, and similar communications are being held with Combined Authority officers as part of the MCA programme communications strategy. It is vital that the cultural impact of any transfer is not underestimated, and that officers understand the valuable role they play serving the West Yorkshire region.

Assurance Framework

- 2.19 An extensive review of the Combined Authority's Assurance Framework has been undertaken to bring it in line with the requirements of a Mayoral

Combined Authority and the assurance of projects within the SIF. This has included consultation with local authority partners to understand how the Assurance Framework can be improved to enable timely decision making whilst also upholding the required rigorous standards of assessment. The updated document was submitted to the Ministry of Housing, Communities and Local Government for review in early December for approval in January 2021.

Devolution Deal Workstreams (12-20)

- 2.20 A number of areas are set out in the West Yorkshire Devolution Deal which require the Combined Authority to take on new powers, responsibilities and functions across a range of policy areas. One of the requirements of the devolution deal is that an implementation plan is developed which covers each policy area included within the deal. This must be complete in advance of the Order being Made and work on this is underway.
- 2.21 An update across key areas of progress within the devolution deal workstreams is set out below.

Adult Education Budget

- 2.22 As part of the devolution deal, the circa £63 million per year Adult Education Budget (AEB) will be devolved to West Yorkshire. This means the Mayoral Combined Authority will be responsible for commissioning training for individuals aged 19+ across the region and will give greater opportunity to ensure that AEB better addresses the needs of employees and individuals across West Yorkshire.
- 2.23 Taking over control of the Adult Education Budget means the Combined Authority will be able to make sure that skills provision in West Yorkshire supports adults to develop the skills they need to enter and stay in work, or enrol in an apprenticeship, traineeship, or other learning and meets the needs of the region's businesses.
- 2.24 AEB funding will be used to make learning more inclusive and increase the supply of skills to support key sectors, improve West Yorkshire's resilience by identifying and delivering the skills needed for the future, and benefit the 380,000 people - or 26% of West Yorkshire's working age population - who have low or no qualifications.
- 2.25 A programme of work is underway to progress with the implementation of AEB. Key progress to date includes development of the [AEB Strategy](#); confirmation of the governance arrangements for the devolved AEB, which was agreed at Combined Authority on 27 November; and completion of the first round of commissioning for providers.
- 2.26 The AEB Strategy was endorsed by the Combined Authority on 4 September and sets out the strategic objectives for AEB in West Yorkshire, which were shaped through public consultation:

- To increase the supply of skills to support key sectors in West Yorkshire
- To improve West Yorkshire’s resilience by identifying and delivering the skills needed for the future
- To make learning more inclusive to support disadvantaged residents and widen the pool of talent for business
- To support the unemployed to gain and sustain employment
- To unlock progression opportunities and career adaptability through skills, particularly for those on low wages and with insecure work

Transforming Cities Fund

- 2.27 As part of the Devolution Deal, a £317m allocation was awarded to support the Leeds City Region’s Transforming Cities Fund (TCF) programme. TCF is an ambitious programme of public transport and active travel interventions across the region, and the £317 million Department for Transport allocation represents £24.8 million more than the ‘low’ scenario included in the Strategic Outline Business Case for investment. In order to realise the full ambition of the programme, the Combined Authority agreed at its July 2020 meeting a mechanism to enable the full West Yorkshire programme to be funded by drawing down up to an additional £164.5m through gainshare funding.
- 2.28 Extensive work is ongoing between the Combined Authority and local authority partners to progress business cases for the 22 packages of interventions within the programme. This is supported by an expanded Combined Authority Transforming Cities Fund team and governance structure which includes all partners.

Mass Transit and Connectivity Plan

- 2.29 As part of the West Yorkshire Connectivity Strategy work, exploratory work for a West Yorkshire Mass Transit system has been underway for some time. Within the devolution deal, Government committed to “explore the case for funding a modern, low carbon West Yorkshire Mass Transit System”. The Government has proposed a £4.2 billion fund for Mayoral Combined Authorities to bid into, to fund schemes (such as mass transit) between 2022 and 2027.
- 2.30 In this context, a West Yorkshire Connectivity Investment Plan has been produced which makes the case to Government for longer-term local transport budgets to deliver these improvements, including unlocking the government’s infrastructure fund linked to the West Yorkshire devolution deal. The plan covers bus, rail, cycling, walking, mass transit, digital demand responsive transport, other innovative solutions and car, with the intent to enhance economic performance by connecting all of our important places, and in doing so, help deliver inclusive growth by giving particular attention to the connectivity needs for our currently more disadvantaged and peripheral communities.

- 2.31 At their meeting on 10 December the Combined Authority agreed to commence public and stakeholder engagement on the Connectivity Investment Plan in January 2021.

Housing Revenue Fund

- 2.32 The Devolution Deal included a £3.2m allocation of revenue funding for the development of sites within the West Yorkshire Strategic Sites Pipeline. A funding profile has now been agreed with the Ministry of Housing, Communities and Local Government for £250k of this to be spent in the current financial year 2020/21. Work is ongoing between the Combined Authority's housing policy team and district partners to identify projects where spend will be possible within this timeframe.

3. Financial Implications

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

4. Legal Implications

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

5. Staffing Implications

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

6. External Consultees

- 6.1 No external consultations have been undertaken.

7. Recommendations

- 7.1 That the Overview and Scrutiny Committee notes and comments on the report.

8. Background Documents

[Devolution Deal for West Yorkshire
AEB Strategy](#)

9. Appendices

Appendix 1 – MCA Ready Programme Workstreams
Appendix 2 – MCA Ready Programme Risk Summary

Appendix 1: MCA Ready Programme Workstreams

Table 1: Partnership Workstreams

Ref	Partnerships	Summary/Purpose of Workstream
1	Learning from other MCAs	The purpose of the workstream is to identify key lessons learnt from the process to establish other Mayoral Combined Authorities (MCAs), in order to ensure our work progresses smoothly and takes account of how others have addressed issues encountered.
2	Deepening Partnerships	This workstream explores the relationships and division of responsibilities across the local authorities, Combined Authority and mayor.

Table 2: Organisational-Ready Workstreams

Ref	Organisational-Ready	Summary/Purpose of Workstream
3	Electoral preparations	To make the necessary arrangements to hold a mayoral election in May 2021 in the most efficient and cost-effective way.
4	Decision Making and Committee Arrangements	To ensure that the Mayoral Combined Authority adopts decision-making arrangements which comply with statutory requirements, promote efficient and effective decision-making and reflect Members' expectations.
5	Organisational Systems	To get HR, ICT and Finance systems in place to enable the MCA to be delivered and then to function successfully.

6	Accommodation and Buildings	To understand requirements and provide appropriate office accommodation for the MCA including its additional functions.
7	Workforce planning	The objectives of the workstream are: <ul style="list-style-type: none"> • To ensure the organisation is ready from an organisational design and workforce perspective. • To manage the transfer of staff from the PCC to the MCA. • To ensure the terms and conditions of service are fit for purpose for an MCA • Deliver the relevant parts of the HR Strategy (phase 1)
8	Finance & Programme management	Set up arrangements for the single pot investment fund, budget and business planning for the MCA.
9	Police and Crime Commissioner (PCC) preparation	To transfer the functions of the PCC to the Combined Authority's Elected Mayor at the agreed date.
10	Mayoral Order Implementation	To complete all statutory stages so that the mayoral order may be implemented.
11	Assurance Framework	Assurance Framework review in preparation for the Combined Authority becoming a Mayoral Combined Authority in May 2021 and in advance of the next year's annual review deadline of 28 February 2021.

Table 3: Devolution Deal Workstreams

Ref	Deal	Summary/Purpose of Workstream
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12	Adult Education Budget	To prepare for the management and administration of the fund, including commissioning and procuring providers, define the resources required for the delivery of AEB post August 2021, and to secure appropriate resource from DfE to ensure that we can prepare for the implementation of AEB.
13	LCR Transforming Cities Fund	To deliver the Leeds City Region Transforming Cities Fund Programme to 2023.
14	WY Mass Transit	To develop West Yorkshire mass transit proposals and wider connectivity pipeline to feed into the Government's £4.2bn pot that MCAs will have access to from 2022.
15	Bus Reform	The purpose of the work is to investigate whether the options under the Bus Service Act 2017, in particularly franchising, would help us meet our strategic objectives including to increase bus patronage and improve the passenger offer.
16	Housing Pipeline	Prioritise deployment of £3.2m revenue funding over 2 years across the pipeline, including to understand in more detail the technical, skills resource and funding gaps (in terms of capital funding) required to bring sites across the pipeline forward. Develop a Strategic Place Partnership with Homes England that will collaboratively deliver housing as set out in the pipeline.
17	Planning and Climate Emergency	Advance the following inter-related priorities as a sequential programme of activity: <ol style="list-style-type: none"> 1. Trial the nationally developed Green Infrastructure Standards Framework in West Yorkshire to inform the deployment of the Standards on a national scale. 2. Develop a Zero Emission Investment Framework to provide direction for infrastructure investment priorities and policies. 3. Prepare for the requirement to produce a Spatial Development Strategy (SDS) to ensure that the WYCA can demonstrate good progress to Government and to support any future negotiations on devolution and funding.

18	Innovation and Business Support	To establish the West Yorkshire Innovation Network through Connecting Innovation, to better align national innovation support with the local offers to drive business innovation.
19	Digital Skills Partnership	To establish a Local Digital Skills Partnership for West Yorkshire to bring together cross-sector partners to design, develop, and coordinate the delivery of innovative digital skills programmes, tackle digital exclusion, share best practice, and raise awareness of digital skills regionally.
20	Heritage Regeneration Fund	Funding available to support British Library North in Leeds. Need to establish Heritage Fund as longer-term programme, with pipeline of schemes from across region in order to secure future allocations from Government.

Appendix 2 – MCA Ready Programme Risk Summary

			Probability	Impact	Mitigation summary
19	MCA13	There is a risk that the MCA Ready Programme is not adequately resourced to deliver across all workstreams to the May 2021 deadline, due to the difficulty in recruiting to some key posts/the resource lag while people are recruited and come into post	Possible 3	Critical 5	<ul style="list-style-type: none"> MCA Ready Board have overall oversight and decision-making authority over programme resourcing, enabling swift decisions to be made when needed Comprehensive resource mapping has taken place across the programme, including reprioritisation of existing posts when needed Recruitment for a number of posts has taken place and arrangements for flexible consultancy/secondment support in place where recruitment has been unsuccessful
	MCA28	There is a risk that the Local and Mayoral Election planned for 6 May 2021 may be postponed due to the Covid-19 pandemic and the current national lockdown measures that are in place	Likely 4	Serious 4	<ul style="list-style-type: none"> Close monitoring of the situation and liaison with government officials underway to keep abreast of the developing situation Contingency planning has commenced to understand the impact of a delay on the MCA Ready Programme to ensure we are prepared for this scenario Letter sent from LCC to government minister to seek assurances on this issue Assurances sought from MHCLG that the timetable for the Mayoral Order can progress as planned, meaning gainshare and Non-Mayoral Functions will be conferred onto the Combined Authority as scheduled

			Probability	Impact	Mitigation summary
High	MCA1	There is a risk that there will be a major impact on achievement of the programme objectives and/or a need to reconsider objectives and divert resources, due to a major unanticipated change in national policy/a major change in the national context due to factors beyond our control e.g. COVID, Brexit	Possible 3	Serious 4	<ul style="list-style-type: none"> Reassurances received from government that the Mayoral Order will be prioritised for parliamentary time Significant progress made across the MCA Ready Programme despite these challenging local and national circumstances
	MCA6	There is a risk that the volume and complexity of work to transfer the OPCC to the Combined Authority are not fully understood and that unknown liabilities and risk may be passed to the Combined Authority, due to the	Possible 3	Serious 4	<ul style="list-style-type: none"> Work ongoing in partnership with OPCC and West Yorkshire Police to progress all elements of the transfer Due diligence exercise complete Scope of entity to transfer has now been agreed, key risks and associated mitigations identified and agreed

		Probability	Impact	Mitigation summary
20				<ul style="list-style-type: none"> Discussions ongoing with WYP, GMCA, HO officials, OPCC and others to understand risks and opportunities of the transfer which may provide a learning opportunity for the Combined Authority, specifically in relation to legal, governance, and financial elements
	MCA8	Likely 4	Moderate 3	<ul style="list-style-type: none"> Detailed budget setting underway including contingency for higher election costs due to Covid-19 Letter sent from LCC to government minister to seek assurances on this issue
	MCA14	Possible 3	Serious 4	<ul style="list-style-type: none"> MCA Ready Board has regular oversight of the budget allocated to the work and is therefore able to make informed decisions about funding £3m was allocated by the Combined Authority, underwritten by gainshare, to deliver essential elements of the programme including the election and OPCC transfer MCA Programme costs are being factored into the 2021/22 budget setting process
	MCA20	Possible 3	Serious 4	<ul style="list-style-type: none"> Additional resource in place across Corporate Services - Legal, Procurement, Finance, HR and ICT to support the significant amount of work required across the programme and to support the transition to business as usual

Report to: Overview and Scrutiny Committee

Date: 22 January 2021

Subject: **Draft budget 2021/22 and corporate performance**

Director: Angela Taylor, Director, Corporate Services

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

1. Purpose of this report

- 1.1 To note the current position on the development of a draft budget for 2021/22 and to provide further information on corporate performance matters, including progress against corporate plan priorities, risk management and budget position.

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 tackling the climate emergency.
- 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 1** to this report. This summary also includes the key strategic risks related to the ongoing COVID-19 pandemic and the EU exit. 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 both the Covid-19 pandemic and the EU exit.

Revenue budget position 2020/21

- 2.5 A summary of the 2020/21 spend as at November 2020 compared to the approved revenue budget is attached at **Appendix 2**. 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. Work to ensure a balanced budget position is achieved is continuing and with some further COVID-19 funding recently received from government, coupled with ongoing savings in the year, it is anticipated that there will only be a limited draw on reserves to achieve this.

2021/22 Budget and business planning

- 2.7 Work has been undertaken 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 intended 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.
- 2.10 A draft 'corporate plan on a page' for 2021/22 has been developed to summarise the proposed organisational priorities for the next financial year and a copy of this draft is provided at **Appendix 3** for information.
- 2.11 The Combined Authority has been receiving regular reports on the work ongoing to establish a balanced budget for 2020/21. This has been a particularly challenging year in which to do this, with funding uncertainties for local authorities and combined authorities continuing as the fair funding review and long term spending review being deferred again as efforts focus on

COVID-19. The continuing uncertainty of the pandemic, the lack of clarity on the national bus funding model and the exit from the EU all contribute to a difficult year for budget setting.

- 2.12 The Order creating the mayoral combined authority is expected to be made later this month or early next and this will confirm the new powers and funding that will come to the authority. Certain funding is ringfenced, and the mechanism for approving and releasing the gainshare is subject to approval from the Combined Authority – and the continuing receipt of it is subject to regular reviews from government.
- 2.13 The draft budget is still being finalised and it is proposed that the finances/corporate working group take a more detailed look at it before it is presented to the Combined Authority in February. At this stage it is anticipated that an element of gainshare will need to be used to fund the costs of a mayor's support office and the costs of the elections, as the remaining reserves will be required to support the risks arising in the year, in particular in relation to bus operations. It is still unknown how the bus industry will be supported post-COVID, when direct government support ends and before patronage recovers to previous levels. As well as continuing existing levels of payments for concessions and tendered services it is expected there will be pressure for the Combined Authority to meet some of all of these additional costs.

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

Appendix 3 – Draft Corporate Plan on a page

West Yorkshire Combined Authority - Corporate Performance Report 2020 - 2021 (Apr - Nov 2020)

Indicator / Measure	Target	Previous RAG status in Q2 and direction of travel	Current YTD results (Apr - Nov 2020)	Progress update and RAG status	
Boosting Productivity: Helping businesses to recover from the COVID-19 pandemic and helping people find and retain good jobs					
1. Develop and implement our COVID-19 Economic Recovery Plan	Successful 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 Gov 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 was endorsed in first version form by the Combined Authority in September. Plans and Performance Indicators are being developed as part of the Rescue stage, to support Action Areas: Good jobs & resilient businesses, Skills and Infrastructure - as detailed in the Economic Recovery Plan. The plan has been published on the Economic Recovery Board website. Leaders, with the chair of the LEP, have sent a letter to the Chancellor asking to meet to discuss the plan and how it can be taken forward. The funding asks were also submitted as part of the Comprehensive Spending Review (CSR) submission. A refresh of the plan is taking place ahead of a January meeting of the Recovery Board and February Combined Authority Board, including the addition of a proposition on culture.
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/SGIR/Brexit voucher	Increased from 1000 to 2000	↔	1,818	672 businesses have received intensive support from Local Authority based Growth Managers, 525 businesses have received capital investment grants, 330 businesses have received business resilience advisory support through the Strategic Business Growth and Investment Readiness programmes and 291 businesses have been supported to join a membership organisation
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	↔	Completed	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 a 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 has been made at pace, to accommodate 80% increase in business enquiries. Business Coaching scheme introduced for small firms to gain free access to 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					
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	↔	On track	Bus services continue to operate under emergency funding which is expected to extend until March 2021, delivering largely the pre-pandemic network managed through the Bus Alliance (Voluntary Partnership) with bus operators. Initiatives in development to transform bus network to meet the changed economy (Network navigation), MCard Mobile app and flexible ticketing introduced. Bus network review which informed the Connectivity Plan, will undertake public consultation during winter 2021. Proposition to Government Spending Review and National Bus Strategy to devolve emergency bus funding to the Combined Authority - outcome anticipated late January/February, when Government 'recovery funding' package is expected. An 'in principle' agreement is being developed for an Enhanced Partnership, to manage bus network jointly with bus operators in the region.
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	↔	1,044,528	The FutureGoals website has continued to accelerate in reach throughout November. The most visited page of the website is the [re]boot page which equates to 12% of all the website's traffic.
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	↔	66	Supporting our schools and colleges by completing actions plans which will improve performance towards good careers benchmarks is still positive. Schools and colleges have remained open during the November lockdown, and the team have been able to remain in contact virtually. External visits and students accessing IT equipment for virtual career packages is still somewhat problematic. The focus is on curriculum catch up, preparing for mock exams in anticipation of any GCSE/A level exam changes or challenges.
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	↔	1,045	Employment Hub - Resource is currently stretched due to increased workloads with the additionality of 'all age' delivery and difficulties in progressing participants into learning, apprenticeships and employment means increased caseloads for advisors. [re]boot continues to deliver virtually, providing online courses remotely. The majority being digital as construction courses have been more challenging to adapt to the current climate. Our new delivery partner Go-Train have been inducted and will commence delivery shortly. School Partnership - virtual CPD has taken place in November.
5. Connect homes & businesses to superfast broadband	Number of premises connected to Superfast Broadband as a direct result of the Broadband programme	44,623	↔	1,083	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 Combined Authority broadband team and supplier have worked together to address issues and Q1 2020-21 build was on target and we are looking to successfully achieve our next contractual milestone which is end Q2 2020-21. 1,025 premises connected within in 2021 as part of the current Broadband Programme, in total across this contract 39,718 premises have been connected. It is expected that the cumulative target will be achieved within the financial year.
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	↑	On track	The Inclusive Growth Framework is going to the LEP Board for adoption as part of the Strategic Economic Framework in January 2021. The Plan has a strong focus on addressing socio-economic inequalities and delivering an inclusive economic recovery. It is proposed interventions are aligned with the Framework's strategic ambitions and goals. Revised target date January 2021
Delivering 21st Century Transport: Ensuring our transport network recovers to provide the services that people need, while laying the foundations for future improvements					
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	↔	On track	Whilst bus mileage has been restored to 2019 levels, demand for bus travel remains constrained by COVID-19 restrictions and bus capacity is constrained by COVID-19 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 now expected to continue at least until the end of the financial year. Details of Government 'recovery funding' is expected in late January/February. There is a risk to the current bus network provision, if emergency/ recovery funding does not match the revenue gap caused by reduced patronage.
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	↔	Completed	Functionality was delivered in November 2020 and now provides information for the travelling public for all stops with real time information displays fitted across West Yorkshire.
3. Introduce a Fare Deal for under 19s with a simple fare structure	Approval of Fare Deal for Young People under 19s approach and scheme by Combined Authority in March 2020, implementation September 2020	Combined Authority approval in March 2020, implementation September 2020	↔	On track	COVID-19 related restrictions on bus capacity have delayed the implementation of the 'Fare deal for young people', the objective of which is to grow bus patronage in this market. The fares arrangements were ratified by the Transport Committee in November 2020 and in the case of the multi-operator ticket range, agreed by the West Yorkshire Ticketing Company (responsible for the MCard) in December 2020. A 2021 implementation is anticipated at such time as COVID-19 restrictions have been 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	↔	On track	The App was launched for bus only products in October 2020. Delays to acceptance of the App at railway station gates have resulted in a delay to implementation across the whole MCard (bus and rail) product range. It is now anticipated that this will go live in January 2021. Development work will be undertaken in Q1 and Q2 of 2021 to deliver further functionality within the App including the ability for parents to 'gift' tickets to their children's mobile phones.
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)	↔	On track	In December, the Combined Authority agreed in principle to the launch of the engagement of the Connectivity Plan, including the approach to Mass Transit and the Mass Transit Vision. Work is progressing on the Strategic Outline Business Case (SOBC). Government reaffirmed funding for Mayoral Combined Authorities for a Transport Settlement from 2022. We await the process to access the funding from Government. The procurement of a Development Partner has completed and inception meeting held. Procurement of interim client-side support nearly complete.
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	Transport for the North (TFN) board meeting in November agreed an initial preferred network for NPR, including a new line from Leeds, Bradford city centre to Manchester. We are deeply concerned about the National Infrastructure Commission's conclusions in its Rail Needs Assessment of the North and Midlands. It does not reflect the rail needs of our region and we are making representations to Government to express our opposition. Further engagement is planned for the new year to make our case.
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	All projects underway in FY 2021 / spend targets TBC	↔	On track	The majority of Transforming Cities Fund Programme projects achieved Decision Point 2 approval (Strategic Outline Case) in Quarter 2, with 2 further projects progressing through Decision Point 3. Spend has been against scheme development costs and designs. Forecast indicates spend will increase over the next two quarters. YTD spend £4,149,418. The TCF programme has a dedicated communications and engagement team who are developing public and stakeholder engagement schedule of consultation, on a scheme-by-scheme basis, taking into consideration constraints of COVID-19 restrictions and forthcoming local and Mayoral elections. Programme/project reviews ongoing to determine latest forecasts and milestones for each project. A Strategic Development Partner has been procured to enable Outline Business Case work to progress at pace
Tackling the Climate Emergency: Ensuring a green recovery and accelerating our plans for a net zero carbon economy by 2038 at the latest					
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 Combined Authority 27 July. Currently engaging with West Yorkshire Councils and internally on the recommendations of Tasks 2 and 3 with a view to taking to the 4th February Combined Authority to acknowledge the recommendations and to approve their use in engagement with wider 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 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 improve 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	↑	106	The Travel Plan Network's (TPN) ability to support business's intensively continues to be affected by both the number of employees working from home across West Yorkshire and key contacts (workplace co-ordinators) within business's either been pulled into different departments or been 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 regular and access business support effectively moving ahead. As a result we predict we will be able to work more intensively with business's in the coming months. The Innovation Growth Managers are now working with a pipeline of businesses and are 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	↔	10	10 agreements have been supported through The Gateway, 3 of these projects have 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	West Yorkshire Emission Reduction Pathway Study Road Map and Action Plan is in development. It was agreed in principle at the Combined Authority meeting in December to start engagement on the Connectivity Plan in January 2021. Work progresses on communications and engagement plan. Spending Round 2020 reaffirmed Government plans for a Transport Settlement for Mayoral Combined Authorities (MCAs) from 2022 - the process for accessing the funds is still to be announced.
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 2% against 2019/20 baseline and increase recycling by 10%. Offices: Reduce energy and water consumption by a further 10%, increase recycling by 30% and switch to green/sustainable energy suppliers by April 2021	↔	On track	Carbon reduction and increased recycling measures are being incorporated into schemes and contracts in Bus Stations for delivery during 2021 and Transforming Cities Fund projects. Unfortunately recycling has been hit by Covid-19 impacts as many recycling plants closed. However, this has been offset by a reduction in waste production generally and hence the overall environmental impacts have been positive. Office targets will be revised as the workforce have been remote working during lockdown, with a phased return planned for 2021. Refurbishment works at Wollaton House have commenced with carbon reduction measures being implemented, and the Safety, Accessibility and Environmental Improvements project will see the CA's ageing diesel fleet replaced with electric vans in 2021. The Combined Authority has also committed to purchase 100% renewable energy from April 2021

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Corporate Risk Summary

Corporate risk summary

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

		Probability	Impact	Mitigation summary
CRR – FR3	There is a risk that the immediate, medium and long term financial health of the Combined Authority will be adversely affected due to the financial impacts of the COVID-19 pandemic	Possible 3	Critical 5	<ul style="list-style-type: none"> • Financial scenario planning undertaken and being continually updated • Continued liaison with Government to understand funding opportunities • Budget Working Group meeting to oversee response
CRR-SD8	There is a risk that there will be a significant increase in unemployment across the region, due to 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"> • Joint intelligence gathering on the employment impacts– including the demographic, sectoral and geographical impact • Current programmes – particularly the Employment Hub and [re]boot – have been flexed to support redundant and furloughed workers • Lobbying government for Combined Authorities to be resourced to support people into work and for a national job creation/wage subsidy scheme. • Recovery Plan developed including a focus on creating employment and self-employment opportunities.
CRR-FR4	There is a risk that the Combined Authority is placed under pressure to fund the reinstatement of commercial bus services threatened with withdrawal, due to premature withdrawal of emergency government funding support	Possible 3	Critical 5	<ul style="list-style-type: none"> • Continued liaison with Government on funding • Close liaison with bus companies to identify cost neutral/effective solutions • Review and adapt current mechanism to appraise social and commercial value of threatened services
NEW	There is a risk that the Local and Mayoral Election planned for 6 May 2021 may be postponed due to the Covid-19 pandemic and the current national lockdown measures that are in place	Likely 4	Serious 4	<ul style="list-style-type: none"> • Close monitoring of the situation and liaison with government officials underway to keep abreast of the developing situation • Contingency planning has commenced to understand the impact of a delay on the MCA Ready Programme to ensure we are prepared for this scenario • Letter sent from LCC to government minister to seek assurances on this issue • Assurances sought from MHCLG that the timetable for the Mayoral Order can progress as planned, meaning gainshare and Non-Mayoral Functions will be conferred onto the Combined Authority as scheduled

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

			Probability	Impact	Mitigation summary
		availability issues as a result of the Covid pandemic			
	CRR-SS2	There is a risk that a cyber security malware infection could infiltrate the organisation, due to the growth of cyber crime and organisation targeting which is increasing due to covid19	Possible 3	Serious 4	<ul style="list-style-type: none"> • Systems protected through firewalls • Additional cyber security software in place • Increased training for ICT staff • Regular testing
	CRR-SD11	There is a risk that the corporate processes, systems and structures needed to support the MCA will not be in place by May 2021, due to 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"> • Comprehensive resource mapping exercise taken place across the Corporate Services directorate, and action taken to address key pressure points • Areas identified where consultancy support can be used to relieve pressure on staff



Vision	<p><i>Our region will be recognised globally as a place with a strong, successful, inclusive economy where world-class transport, skills and digital connectivity enables everyone to build great businesses, careers and lives</i></p>						
Mission	<p>Developing and delivering economic and transport services, schemes and programmes in partnership with the public and private sectors, focussing on transport, skills, business support and digital connectivity</p>						
Aims	<p>Boosting Productivity Helping businesses to recover from the Covid-19 pandemic and helping people find and retain good jobs in a post-Brexit landscape.</p>	<p>Enabling Inclusive Growth Enabling as many people as possible to contribute to, and benefit from, economic growth, especially those disproportionately affected by the Covid-19 pandemic.</p>	<p>Delivering 21st Century Transport Ensuring our transport network recovers to provide the services that people need, while laying the foundations for future improvements.</p>	<p>Tackling the Climate Emergency Ensuring a green recovery and accelerating our plans for a net zero carbon economy by 2038 at the latest.</p>	<p>Ensuring Effective and Efficient Policing Support the Mayor/Deputy Mayor to secure an efficient and effective police service for West Yorkshire.</p>	<p>Delivering Efficiently Empowering the region by delivering the devolution deal and driving efficiencies in our operations.</p>	
Objectives <i>(What we want to achieve in 2021-22)</i>	<ol style="list-style-type: none"> 1. Implement the Covid Economic Recovery Plan and respond to the challenges/opportunities of Brexit, providing intensive support to businesses. 2. Ensure successful commissioning and delivery of Adult Education Budget services. 3. Support people to access employment or re-train, through Employment Hub, [re]Boot & Future Goals programmes. 4. Implement new investment and placemaker funds with a focus on start-ups & scale-ups post-Covid. 5. Broker employment/apprenticeship opportunities to aid recovery through Schools Partnership, Skills for Growth & Levy Transfer Services. 6. Support delivery of 187,500 square feet of commercial space through the Enterprise Zones programme. 	<ol style="list-style-type: none"> 1. Focus on reducing inequalities in our communities, including those caused by the Covid pandemic, across all our services/functions. 2. Improve attainment and ambition among our most disadvantaged young people, working closely with schools/colleges to aid recovery. 3. Expand affordable ticketing to under 25's, jobseekers and those without bank accounts, reducing inequalities heightened by Covid. 4. Enable older and disabled people to access free/discounted travel. 5. Fund socially necessary bus services, safeguarding community connectivity in a post-Covid funding environment. 6. Deliver superfast broadband connectivity to over 40,000 premises in disadvantaged areas. 	<ol style="list-style-type: none"> 1. Work with partners to rebuild confidence in public transport and ensure it is fit for purpose post-Covid. 2. Lead work on bus reform to drive up standards of bus travel, ensuring passenger safety post-Covid. 3. Answer over 1 million travel enquiries and improve passenger information including on-street real time displays. 4. Influence Government on major strategic rail investment including HS2 and Northern Powerhouse Rail. 5. Further develop mass transit proposals for West Yorkshire. 6. Continue delivery of transport infrastructure projects/programmes to promote sustainable travel choices. 7. Enhance the MCard mobile app and adapt Travel Centres to offer new products for a changed market. 	<ol style="list-style-type: none"> 1. Ensure a green recovery from Covid and accelerate plans for a net zero carbon economy by 2038 at the latest. 2. Deliver a programme of carbon and waste reduction initiatives at all Combined Authority facilities. 3. Provide support and advice to businesses to help them to introduce energy efficiency measures. 4. Support businesses to implement sustainable travel plans through the Travel Plan Network. 5. Enable further low carbon schemes to be supported by the Energy Accelerator. 6. Implement the Connectivity Strategy and pipeline, promoting active & decarbonised travel. 	<ol style="list-style-type: none"> 1. Oversee progress against the Police and Crime Plan, ensuring proactive monitoring and transparent reporting. 2. Commission targeted services to increase community safety and support victims of crimes, ensuring these demonstrate value for money. 3. Work with community safety and criminal justice partners to ensure joined up local priorities. 4. Provide strategic financial oversight to ensure appropriate use of the policing budget and to address the financial implications of the Covid pandemic. 5. Ensure meaningful and inclusive community engagement on policing and crime issues. 	<ol style="list-style-type: none"> 1. Embed the new Mayoral Combined Authority model and decision making arrangements to drive better local outcomes. 2. Integrate the Office of the Police and Crime Commissioner into the organisation, with a focus on effective service delivery. 3. Improve diversity both within our organisation and in terms of the services we provide. 4. Influence the shape & size of future regional funding and secure additional powers for the region. 5. Embed the new Single Investment Fund. 6. Implement an enhanced Assurance Framework, ensuring robust appraisal of projects and programmes funded by the Combined Authority. 	
Enablers <i>(What will help us)</i>	<p>Our people</p> <p>Improve diversity in our workforce. Embed our values to drive culture change. Integrate OPCC colleagues, harnessing their skills and expertise. Embed flexible working practices post-Covid. Refresh corporate learning & development.</p>	<p>Our partnerships</p> <p>Further strengthen partnerships with our Local Authorities and other local stakeholders, to improve ways of working under the devolved model. Embed a consistent regional voice to contribute to national debates.</p>	<p>Our systems</p> <p>Digitising key processes to improve efficiency. Achieve the highest standards of governance and transparency under the MCA model. Integration of OPCC systems and processes. Strengthen appraisal and evaluation across our capital portfolio.</p>	<p>Our resources</p> <p>Realise the benefits of the refurbished Wellington House for staff and partners. Embed new technology to improve efficiency, reduce carbon and support inclusive growth. Rigorous financial management to meet the implications of the Covid recovery.</p>	<p>Our Values</p> <ul style="list-style-type: none"> ➤ Working together ➤ Working intelligently ➤ Championing our Region ➤ Positive about change ➤ Easy to do business with 		
Key risks, issues and assumptions	<p>Long term financial implications of the Covid pandemic and associated recovery > Impact of the EU exit on our businesses, our services and our supply chain > Striking a balance between Covid recovery, clean growth & improved productivity > Embedding the MCA model and the new partnership of the MCA and West Yorkshire local authorities</p>						
How we will measure success	<p>Key performance indicators across all priorities, reported quarterly to the Combined Authority and LEP Board Detailed indicators currently in development</p>						

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Agenda Item 7 Appendix 3



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Report to: Overview and Scrutiny Committee

Date: 22 January 2021

Subject: **Economic update – COVID-19 and EU exit**

Director: Brian Archer, Director of Economic Services

Author: James Hopton, Alex Clarke, Henry Rigg, Catherine Lunn

1. Purpose of this report

- 1.1 The purpose of this report is to provide the Committee with the latest intelligence on the impact of both COVID-19 and EU Exit on West Yorkshire and its economy, and to update on the measures being taken to support communities and businesses through this time.

2. Information

Latest intelligence on impacts

- 2.1 Little data is yet available to understand the period following the end of November's lockdown, or the enhanced restrictions in place from late December/early January and the new national lockdown from 5 January. However, conversations between Growth Managers and local businesses show concerns among retail and hospitality businesses and those who supply them such as food & drink suppliers and bar/shop fitters. Some of these businesses report further slowdown in orders, and now anticipate it may be the summer before activity returns.
- 2.2 Looking back slightly further, national data from the Office for National Statistics shows an increase in the use of the furlough scheme nationally during November's lockdown. In the fortnight to 29 November, 16% of all jobs were furloughed nationally. This was half the spring peak, but double the rate seen in October. However this was much higher in the arts & entertainment sector, where 53% of jobs were furloughed, and accommodation & food (42% on furlough).
- 2.3 Since the start of the pandemic, the number of people claiming out of work benefits in West Yorkshire has increased by 87% higher (+49,620). This was largely driven by a significant increase in April and May. The picture over the

past six months has been more static. Between October and November, the claimant count for West Yorkshire increased by 1,385 or 1.3%, compared with a bigger national average increase of 2.7% (59,786). National figures also indicate that redundancies are running at a record high (370,000 in three months to October) but this is not feeding through into the claimant count as yet. This may change in the coming months.

- 2.4 The number of businesses being dissolved/liquidated has continued to fall from its September peak, when around 1,000 West Yorkshire businesses were dissolved/liquidated per week. This was due in some part to the moratorium on liquidations in the spring and summer and fell to around 400 per week in late October/early November and remained under 200 per week throughout December. Across 2020 as a whole, 12,800 businesses were liquidated in West Yorkshire. This is down 17% on 2019, which is a lower fall than the 22% seen across England as a whole. The reasons for this are not entirely clear but may reflect the support measures in place for businesses enabling them to survive.
- 2.5 In a Quarterly Economic Survey conducted with the Chambers of Commerce in Leeds City Region, businesses reported improved trading conditions in Quarter 4 of 2020, leading to improved cash flow and higher confidence in the year ahead. Cash flow remains challenging however, with half of businesses having less than six months reserves. It should be noted that this survey was done through early and mid-November, so predates both the final Brexit outcome and the latest developments in relation to COVID-19.
- 2.6 The same survey asked businesses about their preparedness for Brexit and found that the number of businesses who say they are confident/very confident to withstand no deal is slightly higher than when asked this previously – 56% now, compared to 52% in early 2019. Only 13% are not confident, down from 16% previously.
- 2.7 But businesses who trade internationally are much more likely to have actively considered the issues – whilst this is not unexpected, it does suggest that there may be a significant number of businesses who think they will be unaffected because they do not trade internationally, so may not have considered potential wider impacts.
- 2.8 Businesses were also asked what they felt they needed in terms of advice and support to prepare. Clarity on the terms of the UK's exit was the overwhelming priority, as might be expected, but issues around trade, customs, tariffs and VAT were also prevalent.
- 2.9 As of the 31 December 2020, the UK has ended the transition period of its EU exit. On the 24 December, the two parties agreed a Trade and Cooperation Agreement (alongside a number of separate agreements on individual topics), which was given royal assent in the UK through the European Union (future relationship) Bill on the 31 December 2020. At this stage it is not possible to say what the impact of this agreement has had or will have on the West Yorkshire economy; however work is taking place to understand the full

implications of the main 1,200 page text and the separate joint declarations, and what this might mean for specific sectors in the City Region e.g. food & drink, financial services and manufacturing, and the business support requirements that could be developed into existing or future products of the LEP.

Business Support for COVID-19

- 2.10 The LEP Business Support Service continues to see ongoing high demand from businesses and individuals resulting from the COVID-19 crisis. There was another upward spike in customer traffic in November 2020 as businesses enquired about the additional grant support resulting from the national lockdown and ongoing tier restrictions. There has been a small spike in enquiries in the first week of January 2021 in relation to the new grants to be allocated via Local Authorities following the latest national lockdown. This is likely to increase throughout January, but there is also a sense that businesses are now more familiar with the grants process and how to access business support, which may reduce the level of enquiries.
- 2.11 The LEP's COVID-19 Recovery Grants are now in full delivery and payments to businesses have commenced. Approximately 1,100 small firms in West Yorkshire will be supported with almost £2.4m of funding from a combination of EU and Local Growth Deal funding. The projects being supported are a mix of capital equipment purchases, including ICT kit and some safe-working investments, and consultancy advice and support with business resilience and pivoting of products and services to reach new customers and markets. A proposal is in development to continue and expand the programme from April 2021 onwards.
- 2.12 The Digital Resilience Vouchers scheme is also now well underway as part of the wider Digital Enterprise programme. It is providing grants of up to £5,000 to circa 400 small firms to support with the cost of ICT equipment, and associated software, in the process enabling more effective and secure remote working. Just over £1m of Local Growth Deal funding has been used to deliver the scheme.
- 2.13 In addition, LEP's Small Business Membership Scheme is now in operation and is supporting small firms across West Yorkshire with the cost of joining the Federation of Small Businesses, the Mid-Yorkshire Chamber of Commerce or the West and North Yorkshire Chamber of Commerce for a 12-month period. As a result, new members are benefitting from valuable support with such matters as legal, HR, financial, health and safety, and physical and mental wellbeing. Over 300 small firms have benefited from the support to date.
- 2.14 The LEP is also supporting small businesses with recovery and resilience through the Peer Learning Networks scheme being delivered by the University of Leeds Business School. This delivers action learning support for SMEs via a cohort model which provides both group-based learning sessions and some additional one-to-one coaching. To date, 18 three-hour group sessions have been delivered to almost 40 SMEs, and this has been complemented by 16

one-to-one coaching sessions. Three SME cohorts are in delivery and at least a further three will be delivered up to the end of March 2021. Discussions are ongoing with Government about a continuation/expansion of the scheme in 2021/22.

- 2.15 Furthermore, the LEP is now delivering the Cyber Security Support Scheme via the uplift Growth Hub funding for 2020/21 received from BEIS in early Autumn 2020. This is providing practical help and advice to small firms on how to operate safely and securely within the digital environment. Delivery is by the Home Office-backed North East Business Resilience Centre and has been developed in consultation with the National Cyber Security Centre. Over 50 small firms have been supported to date.
- 2.16 At the time of writing (early January 2021), the Local Authorities of West Yorkshire had delivered over £520m of grant funding to circa 54,000 businesses via the various grant schemes introduced since April 2020 in relation to the local and national trading restrictions. The enormous efforts of the Local Authority teams have been supported by the LEP SME Growth Managers and by the Business Support Service Gateway, which has been an access point for information on the grants available and a referral point into each district-based scheme.
- 2.17 In addition to those businesses forced to close because of regional and national restrictions, the discretionary elements of the grants schemes have been utilised to date across West Yorkshire to support a broader range of firms and sectors. This includes private day nurseries, suppliers to retail, leisure and hospitality (e.g. events companies and food & drink wholesalers and manufacturers), some other parts of manufacturing reliant on leisure and hospitality, some sections of the self-employed community (i.e. those unable to access meaningful support from the Self-Employed Income Support Scheme or Universal Credit) and those business not within the Business Rates system e.g. those in shared service centres and managed workspace.
- 2.18 At the time of writing, the Local Authorities of West Yorkshire had delivered over £20m of grant support to almost 14,000 businesses via the Local Restrictions Support Grant (Open and Closed) and the Additional Restrictions Grant (ARG), both of which were introduced in response to the national lockdown in November 2020. The ARG allocation for West Yorkshire is £46.6m and can be awarded until the end of March 2022, with a greater level of discretion than the other grants. Its use at the district level has been informed by the development of a West Yorkshire Framework that sets out four categories of businesses to be supported: - 1. Those businesses forced to close that are not in the Business Rates system. 2. Suppliers to Retail, Leisure and Hospitality. 3. Self-employed businesses that are unable to access meaningful Government funding from other sources. 4. Larger SMEs that can evidence a significant impact on income of at least 35% since April 2020.

- 2.19 The situation regarding additional restrictions on businesses, and associated additional grant funding, in response to the latest national lockdown, remains fluid. Therefore, a verbal update will also be provided at the meeting.

Employment and Skills Support for COVID-19

- 2.20 The £2bn 'kickstart scheme' to create 350,000 six-month work placements for 16-24 year-olds announced in the summer continues to be developed by DWP with many employers keen to engage. Our local authorities are all anticipating providing the Gateway role supporting businesses with the programme and the Combined Authority/LEP providing a communications campaign to raise awareness and interest with signposting to our local authorities.
- 2.21 Local Authorities and the Combined Authority work closely with Jobcentre Plus and are currently working together on the Youth Guarantee offer which will include local co-ordination of support for young people through a Youth Hub.
- 2.22 As per previous updates, the existing part-ESF funded Employment Hub programme delivered by the Combined Authority along with LA partners, has been swiftly adapted to match jobseekers to opportunities across the region and expand its support for businesses. More information and online enquiry forms can be found for businesses at [Employment Hub - LEP | Business support and finance \(the-lep.com\)](https://the-lep.com) and jobseekers at [Careers Support - FutureGoals](https://futuregoals.co.uk)
- 2.23 At the end of December 2020, we had received 557 individual referrals and 103 business enquiries to the repurposed Employment Hub, with 24% requesting recruitment support, 49% information on KickStart and 13% seeking support to hire an apprentice.
- 2.24 As reported at the last meeting, the Combined Authority's adult re-training programme, [re]boot, is targeting individuals who are currently furloughed or looking for an opportunity to re-train. These are aligned to areas with greatest growth opportunities and new courses are being developed with employer involvement. Since its launch, the programme has supported over 300 individuals. Recent graduates, school leavers and people on furlough are particularly being targeted for re-training through 24 online courses. Social media campaigns have reached 142,556 people since May. <https://futuregoals.co.uk/lep-skills-support-during-lockdown/>
- 2.25 On 27 November 2020, the Combined Authority approved £13.5 m of the Single Investment Fund/Gainshare to support extension and enhancements to the repurposed [re]boot and Employment Hub programmes in support of and response to the skills element of the Economic Recovery Plan. The offer builds on existing programmes and support by extending this to be an all-age offer that drives demand through locally branded services that signposts to national and local provision. The offer will provide a skills recovery package of support that creates opportunities for people to re-enter the workforce quickly.

Business Support for EU Exit

- 2.26 In its role as the lead for the Yorkshire and Humber Growth Hub Cluster, the LEP (with the Combined Authority as its accountable body) has appointed Enterprise Growth Solutions (EGS) to deliver an EU Exit support service for businesses across the region. This will provide one-to-one advice and support for businesses, via a dedicated team of experts, on any issues related to the impact of EU Exit and the recently agreed Free Trade Agreement (FTA) between the UK and the EU. The support service went live on 11 January 2021 and will initially be in place until the end of March 2021. It will complement the export support activities already being delivered by EGS (through its contract with the Department for International Trade), and the broader support available from the four Growth Hubs in the region (this is the Business Support Service in Leeds City Region).
- 2.27 To complement the above service, and drive more business traffic towards it, the LEP has partnered with the York and North Yorkshire LEP to deliver an outreach service to businesses across West and North Yorkshire. This also commenced in early January 2021 and will involve the proactive targeting of businesses to offer help and advice with issues related to EU Exit.
- 2.28 In addition, the LEP is supporting the City Region's two Chambers of Commerce (West & North Yorkshire via its trading arm for international trade, Chamber International, and the Mid-Yorkshire Chamber of Commerce) to build capacity to provide specialist support for traders on the wide range of new import and export documentation and regulatory requirements. This is to respond to the ongoing high demand for such support, both pre and post the end of the EU Exit Transition Period on 31 December 2020.
- 2.29 Evidence from Chambers (in our region and from across the country) is not only that the volume of EU Exit-related enquiries is substantially rising, but that also that the nature of them is increasingly complex and time-consuming. Hence, the need for additional specialist support with new trade documentation, regulatory changes and product accreditations. The support will complement that of EGS via the regional service, which will handle the less intensive and more transactional enquiries from businesses, referring the more detailed and resource-intensive ones to the Chambers. The support available from the Chambers will be available to members and non-members.
- 2.30 Furthermore, and at the time of writing (early January 2021), the LEP is out to tender to appoint two delivery partners to provide advice and support to businesses with legal and finance issues related to EU Exit. The legal tender will cover issues related to contracts and terms (with customers, suppliers, employees and landlords), intellectual property rights, data protection, data storage and retrieval, and any other relevant matters in need of legal advice. Whereas the finance tender will advise and support businesses on tax implications (particularly VAT), currency management, cashflow management and general matters of financial resilience.

2.31 Additional support for businesses in relation to marketing and communications will also be tendered for in early January 2021. This will focus on how businesses can internationalise their web and social media presence to access new customers and new markets.

2.32 The above critical business support activities have been mobilised at pace by the Combined Authority's Economic Services directorate, with support from Policy, Strategy and Communications and Resources, following the provisional allocation of circa £250,000 from the Department for Business, Energy and Industrial Strategy to the LEP in late December 2020.

3. Financial Implications

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

4. Legal Implications

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

5. Staffing Implications

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

6. External Consultees

6.1 No external consultations have been undertaken.

7. Recommendations

7.1 That the Overview and Scrutiny Committee notes and comments on the report.

8. Background Documents

None.

9. Appendices

None.

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Report to: Overview and Scrutiny Committee

Date: 22 January 2021

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

Director: Angela Taylor, Corporate Services

Author(s): Khaled Berroum, Scrutiny Officer

1. Purpose of this report

- 1.1 To 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 a previous 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 Governance & Scrutiny working group¹ has now completed its task for this municipal year and presented its report to the last meeting. The Finances & Corporate working group current membership is: *Councillors Stephen Baines, Paul Davies, Jacob Goddard, Peter Harrand, Olivia Rowley, Rosie Watson, and Geoff Winnard*.
- 2.13 Since the last committee meeting, no working group meetings have taken place. The Finances & Corporate Working Group still intends to follow up on any budget related matters raised in this committee meeting.
- 2.14 Lead Members will update the committee verbally on any matters not included in this report.

Spokespersons

¹ Councillors James Baker, Dot Foster, Andrew Hollyer, Yusra Hussain and David Jones.

- 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 committee² 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](#).

² 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 meetings took place on 27 November and 10 December 2020. The decision summary sheet of decisions taken at the last two Combined Authority meetings on 27 November and 10 December are available online at:
- <https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=133&MId=1064&Ver=4>
 - <https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=133&MId=965&Ver=4>
- 2.26 The next Combined Authority meeting is the budget meeting on 4 February 2021.
- 2.27 [Minutes and agendas from past meetings](#)³ 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 Since the last meeting Cllr Paul Davies (Kirklees, Labour) has been appointed to the Kirklees cabinet and has been replaced on the Overview and Scrutiny Committee by Cllr Eric Firth (Kirklees, Labour).

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

³ <https://westyorkshire.moderngov.co.uk/ieListMeetings.aspx?Committeeld=133>

6.1 No external consultations have been undertaken.

7. Recommendations

7.1 That the work programme be noted or amended.

7.2 Note the change in membership with Cllr Eric Firth replacing Cllr Paul Davies as a Kirklees Member.

7.3 That any additional verbal updates from working group leads and spokespersons be noted.

7.4 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 January 2021

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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"> 1. Governance arrangements 2. Work Programme approval 3. Annual report 2019/20 4. Mayoral devolution update 5. COVID-19 recovery and corporate performance monitoring 	<ol style="list-style-type: none"> 1. To confirm governance arrangements for the coming year 2. To approve the work programme and establish any working groups for the coming year 3. To receive an update on mayoral devolution since the last meeting 4. To receive an overview of COVID-19 recovery efforts, corporate performance, programme delivery & KPIs 	<ol style="list-style-type: none"> 1. Angela Taylor, Director of Corporate Services 2. Brian Archer, Director of Economic Services
47 11 Sept 2020	<ol style="list-style-type: none"> 1. Mayoral devolution & working group updates 2. COVID-19 recovery 3. Corporate performance monitoring 	<ol style="list-style-type: none"> 1. To receive an update on mayoral devolution since the last meeting – including an analysis of consultation results, MCA ready and working group updates 2. To receive an overview of COVID-19 recovery efforts, corporate performance, programme delivery & KPIs 	<ol style="list-style-type: none"> 1. Ben Still, Managing Director 2. Angela Taylor, Director of Corporate Services 3. Brian Archer, Director of Economic Services 4. Alan Reiss, Director of Policy, Strategy & Comms
13 Nov 2020	<ol style="list-style-type: none"> 1. Mayoral devolution 2. Working group updates 3. Corporate performance monitoring 4. Assurance Framework 	<ol style="list-style-type: none"> 1. To receive an update on mayoral devolution since the last meeting – including mayoral order, MCA ready 2. Working group updates 3. To receive an overview of corporate performance, programme delivery & KPIs – and budget and business planning 2021/22 4. To consider the final draft of the assurance framework 	<ol style="list-style-type: none"> 1. Ben Still, Managing Director 2. Angela Taylor, Director of Corporate Services 3. Ian Pegg, Portfolio Management & Appraisal
22 Jan 2021	<ol style="list-style-type: none"> 1. Mayoral devolution update 2. Chair's update 3. COVID-19 recovery and Brexit – Economic update 4. Budget 2021/22 + Corporate performance monitoring 	<ol style="list-style-type: none"> 1. To receive an update on mayoral devolution since the last meeting – including mayoral order, MCA ready 2. Update from the chair on scrutiny review 3. To receive an overview of COVID-19 recovery efforts and matters related to Brexit 	To be confirmed

		4. To scrutinise the 2021/22 budget / business planning as well as corporate performance, programme delivery & KPIs	
19 March 2021	1. Mayoral devolution update 2. COVID-19 recovery and corporate performance monitoring 3. TBC	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
21 May 2021	1. Annual report 2020/21 2. Mayoral devolution update 3. COVID-19 recovery and corporate performance monitoring	1. Approve annual report 2020/21 2. To receive an update on mayoral devolution since the election – including MCA ready update 3. To receive an overview of COVID-19 recovery efforts, corporate performance, programme delivery & KPIs	To be confirmed

Task and Finish groups

Name	Members	Objective and focus	Sessions
Governance & Scrutiny	<i>James Baker</i> <i>Dot Foster</i> <i>Peter Harrand</i> <i>Andrew Hollyer</i> <i>Yusra Hussain</i> <i>David Jones</i>	<p>To scrutinise the development of new governance, decision-making, and scrutiny arrangements – including any matters relating to the Police & Crime Commissioner.</p> <p>To provide input into and/or make recommendations regarding:</p> <ul style="list-style-type: none"> • New governance structure • New scrutiny arrangements 	<i>14 September 2020</i> <i>7 October 2020</i> <i>14 October 2020</i> <i>26 October 2020</i> FINISHED
Finances & Corporate	<i>Stephen Baines</i> <i>Paul Davies</i> <i>Jacob Goddard</i> <i>Peter Harrand</i> <i>Olivia Rowley</i> <i>Rosie Watson</i> <i>Geoff Winnard</i>	<p>To scrutinise and maintain oversight of the development of new financial arrangements/strategies and organisational and corporate processes/systems – including workforce planning and any matters relating to the Police & Crime Commissioner.</p> <p>To provide input into and/or make recommendations regarding:</p> <ul style="list-style-type: none"> • New assurance framework • Financial strategy and arrangements • Formation of business plans and budgeting • Any changes to corporate/organisational systems and processes 	<i>24 September 2020</i> <i>22 October 2020</i> <i>27 October 2020</i> <i>6 November 2020</i> TBC – January 2021

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

Forward Plan of Key Decisions from 1 January 2021

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
West Yorkshire Combined Authority					
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 Combined Authority	10 Dec 2020	Director of Delivery	Andrew Norman andrew.norman@westyorks-ca.gov.uk
GIIF Pipeline	To consider and subsequently approve grant applications for the Strategic Inward Investment Fund	West Yorkshire Combined Authority West Yorkshire and York Investment Committee	Between 10 Dec 2020 and 10 Apr 2021 7 Jan 2021	Director of Delivery	Craig Taylor craig.taylor@westyorks-ca.gov.uk
Thorpe Park Rail Station	Approval for the scheme to progress through Activity 3 (Outline Business Case)	West Yorkshire Combined Authority	4 Feb 2021	Director of Delivery	Peter Coello peter.coello@westyorks-ca.gov.uk
MCA Digital	Approval for the scheme to progress through Activity 2 (Strategic Outline Case).	West Yorkshire Combined Authority	4 Feb 2021	Director of Corporate Services	David Gill, Head of ICT Services david.gill@westyorks-ca.gov.uk

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
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
Dewsbury Riverside	Approval for the scheme to proceed through decision point 5 (Full Business Case with Finalised Costs) and work begin on decision point 6 (Delivery).	West Yorkshire Combined Authority	4 Feb 2021	Director of Delivery	Polly Hutton polly.hutton@westyorks-ca.gov.uk
Budget and Business Plan 2021/22	To approve the transport levy and revenue budget for 2021/22 for the Combined Authority	West Yorkshire Combined Authority	4 Feb 2021	Director of Corporate Services	Angela Taylor angela.taylor@westyorks-ca.gov.uk
European Structural and Investment Funds (ESIF) – Sustainable Urban Development (SUD)	To consider and subsequently approve applications for Sustainable Urban Development, to support the delivery of European Structural and Investment Funds Strategy and the Strategic Economic Plan.	West Yorkshire Combined Authority	4 Feb 2021	Director of Corporate Services	Heather Waddington heather.waddington@westyorks-ca.gov.uk

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
Transport Committee					
West Yorkshire & York Investment Committee					
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
Getting Building Fund: Enterprise Zone - Parry Lane	Approval for the Getting Building Fund element of the Enterprise Zone - Parry Lane scheme to progress through Activity 5 (Full Business Case with finalised costs).	West Yorkshire and York Investment Committee	7 Jan 2021	Director of Delivery	Rob Tranmer rob.tranmer@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).	West Yorkshire and York Investment Committee	7 Jan 2021	Director of Delivery	James Bennett james.bennett@westyorks-ca.gov.uk
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	7 Jan 2021	Director of Delivery	Rob Tranmer rob.tranmer@westyorks-ca.gov.uk
White Rose Station	Approval for the scheme to progress through Activity 4	West Yorkshire and York	3 Feb 2021	Director of Delivery	Peter Coello peter.coello@westyorks-

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
	(Full Business Case)	Investment Committee			ca.gov.uk
Getting Building Fund: Leeds City Centre 'Grey to Green'	Approval for the scheme to progress through Activity 5 (Full Business Case with finalised costs) and work commence on Activity 6 (Delivery).R	West Yorkshire and York Investment Committee	3 Feb 2021	Director of Delivery	Rob Tranmer rob.tranmer@westyorks-ca.gov.uk
Getting Building Fund: Bradford 'City Village' Phase 1	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	3 Feb 2021	Director of Delivery	Rob Tranmer rob.tranmer@westyorks-ca.gov.uk
[Re]boot Programme	Approval for the Activity 5 (Full Business Case plus finalised costs) Change request. The Adult Retraining Fund [re] boot, is an extension to the [re] boot programme.	West Yorkshire and York Investment Committee	3 Feb 2021	Director of Delivery	Michelle Hunter michelle.hunter@westyorks-ca.gov.uk
Leeds City Region Employment Hub	Approval for the Activity 5 (Full Business Case plus finalised costs) Change request. The project is an extension to the Leeds City Region Employment Hub	West Yorkshire and York Investment Committee	3 Feb 2021	Director of Delivery	Ellen Messias ellen.messias@westyorks-ca.gov.uk

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
	programme.				
Brownfield Housing Fund: Points Cross, Hunslet Road	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	3 Feb 2021	Director of Delivery	Patricia Davey patricia.davey@westyorks-ca.gov.uk
Getting Building Fund: Knottingley Skills, Business and Services Hub	Approval for the scheme to progress through Activity 4 (Full Business Case) and work commence on 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
A647 Corridor	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	3 Feb 2021	Director of Delivery	Andrew Norman andrew.norman@westyorks-ca.gov.uk
Getting Building Fund: Brighthouse A6025 Reconstruction	Approval for the scheme to progress through Activity 5 (Full Business Case with finalised costs) work commence on Activity 6 (Delivery)	Managing Director	26 Mar 2021	Managing Director	Rob Tranmer rob.tranmer@westyorks-ca.gov.uk
Getting Building Fund: Business Growth Programme	Approval for the scheme to progress through Activity 4	West Yorkshire and York	4 Mar 2021	Director of Delivery	Rob Tranmer rob.tranmer@westyorks-

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
	(Full Business Case) and work commence on Activity 5 (Full Business Case with Finalised Costs).	Investment Committee			ca.gov.uk
Getting Building Fund: George Hotel	Approval for the scheme to progress through Activity 4 (Full Business Case) and work commence on Activity 5 (Full Business Case with Finalised Costs).	West Yorkshire and York Investment Committee	4 Mar 2021	Director of Delivery	Rob Tranmer rob.tranmer@westyorks-ca.gov.uk
Getting Building Fund: Temple Green Park & Ride Phase 3	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	4 Mar 2021	Director of Delivery	Rob Tranmer rob.tranmer@westyorks-ca.gov.uk
Mirfield to Dewsbury to Leeds (M2D2L)	Approval for the scheme to progress through Activity 3 (Outline Business Case)	West Yorkshire and York Investment Committee	4 Mar 2021	Director of Delivery	Caroline Coy caroline.coy@westyorks-ca.gov.uk
Officer delegated decisions					
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

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
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
LPTIP: A647 Corridor	Approval for the scheme to progress through Activity 5 (Full Business Case with finalised costs) and work commence on Activity 6 (Delivery).		15 Jan 2021		Andrew Norman andrew.norman@westyorks-ca.gov.uk
LPTIP: Corn Exchange City Centre Gateway	Approval for the scheme to progress through Activity 5 (Full Business Case with finalised costs) and work commence on Activity 6 (Delivery).		15 Jan 2021		Andrew Norman andrew.norman@westyorks-ca.gov.uk
EZ - Calderdale - Clifton Business Park	Approval for the scheme to progress through Activity 5 (Full Business Case with finalised costs) and work commence on Activity 6 (Delivery).		29 Jan 2021		Jess McNeill jessica.mcneill@leeds.gov.uk
Corridor Improvement Programme: Fink Hill, Leeds	Approval for the scheme to progress through Activity 4 (Full Business Case) and work commence on Activity 5 (Full Business Case with Finalised Costs).		12 Feb 2021		James Bennett james.bennett@westyorks-ca.gov.uk

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
Corridor Improvement Programme - Kirklees - Huddersfield Southern Corridors	Approval for the scheme to progress through Activity 5 (Full Business Case with finalised costs) and work commence on Activity 6 (Delivery).		26 Feb 2021		James Bennett james.bennett@westyorks-ca.gov.uk
Transforming Cities Fund: Leeds City Centre Cycle Improvements	Approval for the scheme to progress through Activity 5 (Full Business Case with finalised costs) and work commence on Activity 6 (Delivery).		26 Feb 2021		Fiona Limb Fiona.Limb@westyorks-ca.gov.uk
Corridor Improvement Programme: Bradford - A6177 Great Horton Road - Horton Grange Road	Approval for the scheme to progress through Activity 4 (Full Business Case) and work commence on Activity 5 (Full Business Case with finalised costs).		26 Feb 2021		James Bennett james.bennett@westyorks-ca.gov.uk
Leeds Bus Station Gateway (Bus Delivery)	Approval for the scheme to progress through Activity 5 (Full Business Case with finalised costs) and work commence on Activity 6 (Delivery).		12 Mar 2021		Andrew Norman andrew.norman@westyorks-ca.gov.uk
Appointment of Consultants to provide business case support for the Corridor Improvement Programme	Jacobs engineering was appointed as the consultant to provide business case support following a		Before 3 Jul 2021		James Bennett james.bennett@westyorks-ca.gov.uk

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
<p>and Transport Fund schemes.</p> <p>59</p>	<p>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 the framework element over the course of the next 12- 24 months. This will place new orders from the framework</p>				

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
60	<p>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>				