

OVERVIEW AND SCRUTINY COMMITTEE

**MEETING TO BE HELD REMOTELY AT 11.00 AM ON FRIDAY 19
MARCH 2021 VIA ZOOM**

<https://www.youtube.com/channel/UCazjNSGpqZZT41Vibn2ZK9A/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 22 JANUARY 2021**
(Pages 1 - 6)
- 5. CHAIR'S UPDATE**
- 6. FUTURE SCRUTINY ARRANGEMENTS AND STRUCTURE**
To receive an update on the Combined Authority's decision regarding future scrutiny arrangements and structure in the mayoral authority.
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- 7. MAYORAL ELECTION PREPARATIONS**
To receive an update on preparations for the first mayoral election.
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- 8. BUDGET, GAINSHARE AND CORPORATE PERFORMANCE MONITORING**
To receive an update on 2021/22 budget, Gainshare spending and an overview of the latest corporate performance and risk assessments since the last meeting.
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- 9. MASS TRANSIT AND CONNECTIVITY INFRASTRUCTURE PLAN**
To receive a presentation on the ongoing consultation on mass transit and the Connectivity Infrastructure Plan which sets out a long-term transport

infrastructure investment programme for the next 20 years.
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10. SCRUTINY WORK PROGRAMME

To consider the work programme, future agenda items, key decisions and receive any updates from spokespersons and working group leaders.
(Pages 69 - 88)

11. DATE OF THE NEXT MEETING - 21 MAY 2021

Signed:

A handwritten signature in black ink, appearing to be 'BGM', with a long horizontal line extending from the end of the signature.

**Managing Director
West Yorkshire Combined Authority**

MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD REMOTELY ON FRIDAY 22 JANUARY 2021

Present:

Cllr Peter Harrand (Chair)	Leeds City Council
Cllr Stephen Baines	Calderdale Council
Cllr James Baker (Deputy Chair)	Calderdale Council
Cllr Stephen Fenton	City of York Council
Cllr Eric Firth	Kirklees Council
Cllr Dot Foster	Calderdale Council
Cllr Jacob Goddard	Leeds City Council
Cllr Andrew Hollyer	City of York Council
Cllr Yusra Hussain	Kirklees 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:

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

29. Apologies for absence

An apology for absence was received from Councillor Richard Smith.

30. Declarations of Disclosable Pecuniary Interests

There were no declarations of disclosable pecuniary interests.

31. Possible exclusion of the press and public

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

32. Minutes of the meeting held on 13 November 2020

Resolved: That the minutes of the last meeting held on 13 November 2020 be approved.

33. Chair's update

The Committee noted a verbal update by the Chair in which he provided an update on progress with the future scrutiny structure the Committee recommended at its last meeting in November.

The Chair explained that the Committee's recommended model ('Option 1' – a select committee) was circulated to Combined Authority members for consultation and their preference was for a multiple committee model along the lines of 'Option 2' which involved far more members in scrutiny. The Chair agreed to explore the possibility of a compromise position which took the spirit of Option 1 and combined it with the scope and size of Option 2 to present to the Combined Authority in March 2021. Members will be informed of the final decision taken.

Members requested the chance to comment on any final option before it is submitted to the Combined Authority.

Resolved:

- i) That the Chair's verbal update be noted.
- ii) That the final proposed scrutiny model be circulated to members for comment prior to its submission to the Combined Authority.

34. Mayoral Devolution update

The Committee considered a report of the Managing Director providing an overview of work underway to become a mayoral combined authority and to implement the devolution deal agreed on 11 March 2020. Since the last meeting, the House of Commons had approved the Mayoral Order and it is now in the House of Lords. It will come into effect as soon as it is approved.

Points raised during discussion included:

- Election campaigning under COVID restrictions has proved challenging and political party leaders remain in contact with the government to ensure that democratic norms can go ahead with minimal interruption.
- The government has indicated that elections are expected to go ahead as normal in May and local authorities are ensuring voters are aware of the opportunity to register to vote by post.
- In the event that elections are delayed, the government would have to introduce emergency legislation to extend the terms of currently elected politicians and police commissioners.
- Work is ongoing between the Combined Authority and local authorities to develop a communications plan to explain and promote the mayoral election widely, and ensure the materials are accessible to all parts of the community.

- The election booklet which will be sent to every household in West Yorkshire is being drafted in accordance with the statutory requirements. All official candidates have the right to put an election address in the booklet. The ultimate responsible officer is the Returning Officer for the election, the chief executive of Leeds City Council Tom Riordan.
- The internal 'Mayoral Combined Authority Board' which is overseeing the workstreams to make the organisation mayor ready is made up of officers, including directors from local authorities and trade union representatives, and reports its activities to the Combined Authority, where all decisions are taken.

Resolved: That the report be noted.

35. Draft Budget 2021/22 and corporate performance

The Committee considered a report of the Director of Corporate Services presenting the draft Budget for 2021/22 and the current position on corporate performance including progress against corporate plan priorities, risk management and budget position.

Following questions and discussion, the Committee noted:

- Scrutiny's Finances & Corporate Working Group would look at the budget in more detail in the coming week before it is submitted to the Combined Authority on 4 February.
- Some funding from central government, in addition to other efficiency measures and redeployment of spending, has allowed a balanced budget to be put forward. Use of reserves has been largely avoided, with most mayoral devolution related preparations funded from the new Gainshare fund. This must be monitored as COVID progresses and if any budget pressures emerge beyond the identified tolerances, the budget would go back to the Combined Authority for reassessment mid-year.
- The police budget must be kept legally separate from the rest of the Combined Authority's budget and must go through a different statutory approval process involving the Police & Crime Panel.
- Like many authorities, the Combined Authority keeps some of its cash deposits with other local authorities as they are considered to be very low risk. It currently has £5m invested with Croydon Council and it is due to be returned in March 2021. Treasury management arrangements are monitored and approved by the Governance and Audit Committee and is monitored on the risk register and no further issues are expected.
- The budget has taken into account and earmarked potential unknowns including governance arrangements, meetings, scrutiny arrangements, the mayor's office, and legal costs.
- The commercial space referenced in the KPIs largely relates to industrial and manufacturing sites rather than office space, which is expected to see a change in demand following experience of home working during COVID.

- Public consultation on the budget has taken place through digital means, mainly on the YourVoice platform. An account of any feedback will be provided alongside the budget at the Combined Authority meeting.

Resolved: That the report be noted.

36. Economic update – COVID-19 and EU Exit

The Committee considered a report and presentation of the Director of Economic Services providing an overview of the latest intelligence on the impact of COVID-19 and the EU Exit on the West Yorkshire economy and measures being taken to support businesses.

Discussion took place around the following topics:

- Helping businesses navigate the post-EU regulatory landscape, which is in high demand, such as in determining point of origin and other new customs arrangements for European facing businesses. Some government funding is available to support this and business support teams at the Combined Authority have delivered workshops digitally during COVID and directed businesses to other available help.
- Digital divide, which COVID-19 has revealed the true extent of. The necessity of home working and home schooling has left many of the most disadvantaged families even worse off unable to access basic services, including support and other services such as banking. A number of Combined Authority schemes and services aim to help bridge the divide, for instance by providing ICT equipment. Members requested further information on these schemes.
- Helping newly unemployed people find new jobs or re-skill. Unemployment has disproportionately affected young people and people in service sectors. Even those still in employment have seen hours and wages reduced or have been furloughed unable to work. The Reboot programme in particular aims to help provide support in this area. Some questions about eligibility of furloughed or recently furloughed people being rehired or accessing support services. Members asked for clarification on these points and information on the impact of minimum wage increases in the current economic condition.
- How West Yorkshire compares with other comparable Combined Authority and LEP areas such as Greater Manchester, the North East and West Midlands. The Combined Authority does benchmark against other areas and currently fares well by comparison, in the upper quartile.

Resolved:

- i) That the report be noted.
- ii) That the further information and clarifications requested by scrutiny members be provided by officers following the meeting.

37. Scrutiny Work Programme 2020/21

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

Resolved:

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

38. Date of the next meeting – 19 March 2021

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Report to: Overview and Scrutiny Committee

Date: 19 March 2021

Subject: **Future scrutiny arrangements and structure**

Director: Angela Taylor, Corporate Services

Author: Khaled Berroum, Statutory Scrutiny Officer

1. Purpose of this report

- 1.1 To inform the Overview and Scrutiny Committee of the Combined Authority's decision on future scrutiny arrangements for the mayoral combined authority and next steps for scrutiny and scrutiny members.

2. Information

Background to the review of scrutiny arrangements and recommendation

- 2.1 West Yorkshire Combined Authority is now a mayoral authority and has gained new functions and responsibilities, extra powers and more funding. The election of its first mayor in May 2021 will unlock more powers and responsibilities.
- 2.2 The importance of scrutiny and accountability was prominently and frequently cited by the public, partner authorities and other stakeholders as an important area requiring expansion and improvement in the consultation on the devolution deal.
- 2.3 As a result, the Overview & Scrutiny Committee decided to review the suitability and effectiveness of scrutiny arrangements and appointed a working group to 'provide input into and make recommendations regarding a new governance structure and new scrutiny arrangements'.
- 2.4 The working group reported back to the 13 November 2020 meeting of the Overview and Scrutiny Committee. A summary of its conclusions is attached at **Appendix 1**, including a link to the original report.

- 2.5 The working group effectively narrowed down the possible ways forward to two main options: **switch to a single select committee** with a different operational model and more strategic focus (Option 1) or **expand to multiple committees** each with a different thematic/functional responsibility (Options 2 and 3). The Overview and Scrutiny Committee ultimately voted nearly unanimously to recommend the model proposed as 'Option 1' - '**One enhanced select committee**' (with subgroups).
- 2.6 All options represented a significant expansion and improvement of current scrutiny arrangements, with scrutiny members citing the need for scrutiny to look and feel different, and be bigger, as important considerations in their vote.
- 2.7 The Committee asked the Scrutiny Chair to consult with Combined Authority members on its recommendation (Option 1) and incorporate any feedback into a final proposal to take to the Combined Authority – which must make the ultimate decision on all committee arrangements. As a consequence of further consultation between the Scrutiny Chair and Combined Authority members the following factors were highlighted as important in any new arrangements:
- a desire to increase the number of partner council members involved in scrutiny,
 - a view that the multi-committee model is better aligned with the arrangements in partner councils and;
 - recognition that more officer resource would be required to meet the new arrangements.

Summary of the Combined Authority's decision – three scrutiny committees

- 2.8 Following discussion and debate at the Combined Authority meeting on 9 March, the final decision was that, effective from the June 2021 annual meeting, the Combined Authority would increase the number of overview and scrutiny committees to three and broadly cover the following areas (names and exact terms of reference to be confirmed at the annual meeting):
- Corporate Scrutiny Committee
 - Economy Scrutiny Committee
 - Transport Scrutiny Committee
- 2.9 Each committee will comprise of 16 members: with 3 from each of the five West Yorkshire constituent authorities and 1 from the non-constituent authority, the City of York. This would increase the total number of scrutiny members from 18 to 48 members, plus substitutes (up to 48 depending on nominations).
- 2.10 An appropriate and proportionate level of resource will be required to provide additional officer support to the new scrutiny structure so that the committees may properly administer the additional required meetings, support additional scrutiny activity, and oversee working groups, and conduct scrutiny reviews.
- 2.11 Due to the proposed change in the scrutiny structure, terms of reference and membership numbers, an Independent Remuneration Panel (IRP) will be

convened to reassess the level of allowances paid to Combined Authority scrutiny chairs and members and to report back to the Combined Authority at its meeting in April to enable appointments to be made to the new scrutiny committees at the annual meeting in June. The intention is that role profiles for scrutiny chairs and members will be created to better support the IRP's reassessment.

- 2.12 It is expected that a key part of the role of the new scrutiny committees will be their interface with the wider committee structure to ensure additionality and enable new areas of focus and enquiry avoiding duplication.
- 2.13 It is anticipated that the work of the scrutiny committees will need to be phased in to enable the roles and relationships to be established effectively.
- 2.14 It is proposed that a review of this new structure takes place 6 months after it the new committees are appointed to ensure that the level of resource is in line with the level of activity and that scrutiny is able to meet its expectations.

Implications and considerations

- 2.15 In its report to the November 2020 Overview and Scrutiny Committee, the working group identified the following as strengths of the multiple committee model:
 - 1. *“Allows scrutiny to cover more policy/service areas across the three committees in a more focused way than is possible under one generalist committee.*
 - 2. *More committees may allow for a more reactive approach wherein scrutiny committees can shadow their executive counterparts – Economy & LEP Board / panels, Transport and Transport and Corporate and the Combined Authority.*
 - 3. *With more committees, scrutiny might get greater chances to scrutinise decisions and plans in greater detail at more appropriate times.*
 - 4. *More focused terms of reference may encourage more focused work programmes, recommendations and follow ups.*
 - 5. *Allows members to opt for and specialise in certain policy areas.*
 - 6. *Greater number of scrutiny places available to ward councillors to take part directly in combined authority scrutiny.*
 - 7. *The greater the number of committees and members the more likely profile and attention scrutiny will get both within and outside the authority.”*
- 2.16 It also identified the following as potential issues:
 - 1. *“Cost – the more committees, the greater the cost to operate them day to day.*
 - 2. *Authorities might struggle to fill Member places as they currently do to fill the 18 slots available – especially with stricter geographical and political balance requirements in CA scrutiny.*
 - 3. *Efficiently implementing and supporting a system with more committees requires greater resources in general and will make greater demands*

on officers already limited time (which they have not been able to dedicate to the one scrutiny committee to date).

- 4. Keeping members trained, supported and briefed would need at least triple the amount of time and resources – including secretariat and administrative duties. Keeping the bureaucracy going may distract from improving the policy/analysis/advice aspects of scrutiny work.*
- 5. A possibility that the committees may compete with one another for limited resources and media attention or clash on topics of mutual interest or recommendations that might be mutually exclusive.*
- 6. Without an overarching committee to ensure consistency and connectivity, this might lead to silo working and an overall disjointed strategic picture in terms of scrutiny impact.*
- 7. Furthermore, they could end up either ineffectually shadowing existing committees or outright duplicating the work of the transport committee and the LEP panels which already perform a small-s scrutiny role on these policy areas.*
- 8. Danger that a focus on increasing the number of committees and executing the bureaucratic process may distract from greater efforts to improve the operational efficiency and impact.”*

2.17 Work is ongoing to identify solutions and processes to mitigate some of these potential issues identified by the working group. Potential suggestions include a permanent steering group of the three scrutiny chairs to ensure that the committees do not engage in ‘silo working’ and scrutiny efforts are consistent and coordinated between the three committees and cooperation can take place on overlapping issues and projects.

2.18 Another implication is that the Scrutiny Standing Orders and other constitutional documents and processes, including key decision processes, must be reassessed to take into account the existence of multiple committees and chairs.

2.19 Another consideration is what level of activity can be supported by the level of resource agreed by the Combined Authority – one additional support officer. Currently scrutiny has one support officer who is usually able to support in any municipal year around six committee meetings and 10-12 working group meetings. With two support officers to three committees, the number of committee meetings and working groups / reviews across the three committees would need to be carefully considered at the work programming stage following the annual meeting.

Next steps

2.20 The next steps include:

- Drafting new scrutiny chair and scrutiny member role profiles to help support the Panel’s assessment.
- Convening of Independent Remuneration Panel (IRP) to reassess allowances with the new structure in mind. The Panel intends to report back to the April 2021 Combined Authority meeting.

- Drafting of new terms of reference and other constitutional documents for the new committees. The final documents will be tabled at the June 2021 annual meeting.
- Discussion between the Scrutiny Chair and officers about the role profiles and duties of scrutiny support officers going forward.
- Drafting an implementation and induction schedule to ensure a smooth transition from the current system to the new system and careful induction of the minimum 30+ scrutiny members.

2.21 The Scrutiny Chair and scrutiny members will be kept up to date and briefed on above and be offered an opportunity to comment and raise concerns.

3. Tackling the Climate Emergency Implications

3.1 There are no direct implications regarding tackling the climate emergency arising from this report, however increased scrutiny capacity could better facilitate more effective scrutiny of the response to the climate emergency and better monitor progress and performance. There will be a modest increase in carbon costs of administering the additional committee and working group meetings and secretariat bureaucracy.

4. Inclusive Growth Implications

4.1 There are no inclusive growth implications directly arising from this report, however increased scrutiny capacity could better facilitate more effective scrutiny of inclusive growth priorities and better monitor progress and performance.

5. Financial Implications

5.1 The recommended scrutiny structure requires additional investment and resources to be committed to support the necessary expansion of its size and activity and to help improve the effectiveness and added value that scrutiny activity provides to the Combined Authority's work and the region.

5.2 The two main financial implications are increased funding for additional staff and a possible increase in the total level of allowances paid, pending the conclusions of an independent remuneration panel. The cost of additional staff to enable a total of three dedicated scrutiny staff has been calculated to be in the region of £112,000. The decision however was that a staged approach is more appropriate, with an initial doubling to two support officers which would be at an additional cost nearer £65,000 and that this be considered further as part of the proposed future review.

5.3 The current member allowance scheme for scrutiny members totals £32,148 per annum. If this was extrapolated across a three-committee proposal with a total of 48 members based on the current allowance thresholds the total cost would be £88,344. However, this may change in the light of any recommendations from an IRP.

- 5.4 Indicative costs to progress the staged approach would therefore be circa £121,000 but are subject to further refinement. These costs would need to be met from the additional capacity provided for in the 2021/22 budget.
- 5.5 Other associated costs may include additional secretariat costs in supporting the increase in committees and membership, including member support and training, number of meetings, administrative costs, expenses paid and possible webcasting airtime in future. These costs would be met from existing budgets.

6. Legal Implications

- 6.1 Any changes to the governance structure and membership of overview and scrutiny committees requires approval from the Combined Authority.
- 6.2 Combined Authority scrutiny committees are subject to specific statutory regulations which are different and more prescriptive than for local authority scrutiny equivalents.
- The Combined Authority must appoint at least one member of each of the constituent councils and the non-constituent council to an overview and scrutiny committee.
 - The majority of members of an overview and scrutiny committee must be members of constituent councils.
 - The membership of an overview and scrutiny committee must as a whole must reflect, so far as reasonably practicable, the balance of political parties on the constituent councils (in West Yorkshire) when taken together.
 - Members appointed from a non-constituent council to an overview and scrutiny committee shall be non-voting but may be given voting rights by resolution of the Combined Authority.
 - Scrutiny chairs must be either an independent person (defined by Order) or an appropriate person - that is, a member of a constituent council who is not a member of the registered party of which the Mayor is a member.
 - That a quorum of two-thirds of members must be present for a meeting to go ahead and make decisions, recommendations, call in items, or approve reports.
- 6.3 Although overview and scrutiny committees have the power to make reports or recommendations to the Combined Authority on matters that affect the Combined Authority's area or the inhabitants of the area, the specific scrutiny of policing and Police & Crime Commissioner functions (PCC Functions) remains the statutory responsibility of the Police & Crime Panel – supported by Wakefield Council – which will scrutinise the Mayor's decisions relating to PCC Functions. How combined authority scrutiny interacts with the Police and Crime Panel in future on matters in which police and community safety issues overlap with other combined authority functions such as transport and corporate support is still under consideration.

7. Staffing Implications

- 7.1 This proposal will require a significant increase in dedicated officer support to enable an enhanced level of scrutiny activity. This is also likely to impact upon the arrangements of the wider Governance Services team which currently provides committee secretariat support to the Combined Authority's committees.
- 7.2 In addition, there will likely be greater demands being made on the time of other non-scrutiny officers and service areas that are otherwise important to the scrutiny process and the new scrutiny committees' ability to fulfil their functions. This greater interface will most likely affect the following teams and officers: communications/marketing, consultation & engagement, project management and appraisal, research & evaluation, corporate performance, policy/strategy development and senior leadership – who would all be expected to report to or support scrutiny.

8. External Consultees

- 8.1 Informal conversations and consultations were undertaken with counterparts in other mayoral combined authorities and in partner authorities in West Yorkshire as well as the Centre for Governance and Scrutiny.

9. Recommendations

- 9.1 That the Committee notes the Combined Authority's decision on the structure of future scrutiny arrangements.
- 9.2 That the Committee notes the implications on scrutiny and scrutiny members and the planned next steps.

10. Background Documents

Report – Item 6, [Overview and Scrutiny Committee \(13 November 2020\)](#)

Report – Item 13, [West Yorkshire Combined Authority \(9 March 2021\)](#)

11. Appendices

Appendix 1 – Scrutiny Working Group – Scrutiny Review Summary

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Scrutiny Working Group – Scrutiny Review conclusions

The working group investigated a number of issues:

1. **the current and future picture**, such as Combined Authority scrutiny's current performance and impact, combined authority scrutiny's main challenges and what new challenges could be expected within an expanded mayoral authority.
2. **how scrutiny operates in other mayoral and regional authorities** including Greater Manchester and Greater London and also the differences between local scrutiny models/methods and what might work in a wider geography e.g. the select committee system employed in the Scottish Parliament and Welsh Assembly.
3. **how the mayor would be scrutinised directly**, based on current practice and lessons learned in other areas – a summary of which is outlined in **Appendix 1**.
4. **how local authority scrutiny** can better engage with combined authority scrutiny.
5. **operational and day to day improvements** such as greater training and support for members, clearer member and chair role profiles, report formats including independent analysis and summaries, pre meetings for question planning, greater pre-decision scrutiny of key decisions/projects and post-decision scrutiny of decisions made, the number (and role) of scrutiny officers, greater engagement with the public and stakeholders, and more efficient use of working groups for overview.
6. **The views of Combined Authority officers** as well as colleagues in other authorities.

The working group's findings and conclusions

The strategic nature and partnership structure of combined authorities has posed challenges to scrutiny that is modelled on local authority scrutiny. The attempt to imitate local scrutiny models at a regional level had not seemed to work and a more innovative approach to scrutiny in combined authorities was necessary. The Centre for Governance and Scrutiny and Local Government Association are currently developing new updated guidance for combined authority scrutiny with this in mind.

Most mayoral combined authorities only have one scrutiny committee – including Sheffield City Region, Liverpool City Region, Cambridgeshire-Peterborough and North of the Tyne. The exceptions were the West Midlands which has a transport scrutiny sub-committee and Greater Manchester which has three scrutiny committees.

It was generally found that regardless of an authority's committee structure, the challenges for scrutiny remained largely the same. The main challenges that scrutiny in combined authorities face are:

- the level of resources dedicated to scrutiny,
- the organisation's cultural attitude toward scrutiny and challenge,
- how closely scrutiny was integrated into existing improvement and governance processes,
- the quality expertise and quality of scrutiny chairs and members,

- the style and quality of reports submitted to scrutiny and;
- the number of and role of scrutiny officers;
- how focused and strategic scrutiny's work programme is – as opposed to scrutiny that is too focused and detail orientated.

There was a consensus that combined authority scrutiny is underfunded and needs greater investment, staff and resources. It also needs a higher public profile to better engage with the public/stakeholders and a more focused purpose that does not duplicate scrutiny-like work currently undertaken by other committees and advisory panels.

Scrutiny members agreed that, regardless of the chosen model and structure:

- scrutiny must 'be bigger' and it must look, feel and operate completely differently to how it does now.
- effectiveness of scrutiny depends on commitment by scrutiny members to dedicate the time to fulfilling their duties.
- more resources and scrutiny officers are necessary to support members fulfil their duties and manage a much-expanded scrutiny function expected to scrutinise an expanded mayoral combined authority with greater powers and spending.

The working group effectively narrowed down the possible ways forward to two main options:

1. **switch to a single select committee** with a different operational model and more strategic focus (Option 1)
2. **expand to multiple committees** each with a different thematic/functional responsibility (Options 2 and 3).

Full details on all the options considered can be found in the full report submitted to the Overview and Scrutiny Committee (Item 6) on 13 November 2020.

<https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=135&MId=945&Ver=4>

The Overview and Scrutiny Committee also resolved to recommend that the Combined Authority review the entire governance structure in the near future, most logically after the Mayor has been elected. The full statement of scrutiny's recommendation¹ was:

“Scrutiny’s view was that scrutiny is a fundamental part of any efficient and equitable governance structure and decision-making process and that the way that the current governance structure works means that a lot of ‘small-s scrutiny’ work is undertaken by ‘competing’ committees (such as Transport and its district sub-committees) and ‘expert’ panels (such as the advisory panels and a number of informal working groups).

Ideally, Scrutiny would have liked to see the authority take a clean slate approach and design a new governance structure for the mayoral era that took into account the new organisation’s needs without consideration of any

¹ Item 6, Overview and Scrutiny Committee (13 November 2020), Minute 24 (2020-21)

'legacy' governance arrangements which had historically been carried over from previous iterations of the organisation. Any re-design would also ideally take into account the potential of any streamlining and further efficiencies in decision making processes and structures.

However, Scrutiny also recognised that this might not be an easy task to accomplish in the time available, with less than a few months to the 'purdah' pre-election period. There are many challenges involved in reforming the current structure including political sensitivities and a requirement to revisit the previously agreed shared structure arrangements with the Local Enterprise Partnership (LEP). There was also the question of whether the directly mayor should be involved in helping shape new governance structure."

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Report to: Overview & Scrutiny Committee

Date: 19 March 2021

Subject: Mayoral Election preparations

Director: Angela Taylor, Corporate Services

Author: Katie McLean, MCA Project Manager

1. Purpose of this report

- 1.1 To update members on preparations for the first West Yorkshire Mayoral Election, due to be held 6 May 2021.

2. Information

Covid-19 Mitigations

- 2.1 Members have previously received updates on preparation for the local and Mayoral elections due to be held in May 2021. Government has confirmed that their intention remains to hold elections as planned, with appropriate mitigations in place to ensure a Covid secure environment for voters, candidates and supporting officials. Additional funding will be made available for this purpose.
- 2.2 In late February Cabinet Office published their [‘approach to elections and referendums during Covid-19’](#) which outlines how political parties, candidates, agents and campaigners can undertake Covid-19 secure campaigning activity for the May 2021 polls. This document sets out the ways in which Government will change the lockdown regulations to support door to door campaigning activity from 8 March, including:
- Only those who are campaigning for a specific electoral outcome can carry out this activity
 - Those in charge of campaigns will have to ensure that campaigners are aware of the guidance and of their responsibilities to follow the lockdown rules
 - Campaigners will be allowed to deliver leaflets and canvass electors

- The number of campaigners operating together should be kept to an absolute minimum and a 2-metre distance should be maintained between them at all times
- Campaigners should not enter a private home
- Campaigners may speak to electors on their doorsteps, maintaining at least 2 metres distance at all times
- Campaigners should only enter premises, such as a shared hallway in a block of flats, where absolutely necessary to reach individual homes served by communal areas
- Unless it is unsafe to do so, canvassing from within shared internal areas should be carried out by a single campaigner
- At all times campaigners should ensure that all necessary mitigations are applied including the wearing of face coverings, keeping socially distanced at 2 metres, and sanitising hands between visiting different households.

2.3 The document also provides information on the following:

- Lifts to polling stations
- Collection of postal votes from electors
- Telling
- Use of committee rooms

Candidate Engagement

2.4 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.

2.5 A series of briefing sessions are being convened for confirmed candidates, led in turn by Leeds City Council and the Combined Authority. As the responsible body for the delivery of elections, Leeds City Council briefings are intended to support candidates with all aspects of campaigning, registration, and the electoral process. The Combined Authority sessions provide information on the nature and the role of the Mayoral Combined Authority, the functions the Mayor will receive, and details on the devolution deal as agreed with Government.

2.6 A number of candidates have declared ahead of the close of nominations on 8 April, and these are as follows:

- Tracy Brabin MP – Labour Party
- Bob Buxton – Yorkshire Party
- Cllr Andrew Cooper - Green Party
- Cllr Stewart Golton – Liberal Democrats
- Cllr Matthew Robinson – Conservative Party

2.7 Candidates have been provided with a central mailbox through which to raise enquiries relating to the election process, and this has been shared with

district partners in an effort to provide consistent service and information throughout the months leading up to May elections. Details are also published on the MCA Hub website.

Statutory Booklet

- 2.8 The Combined Authority, in partnership with West Yorkshire local authorities, is leading 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 For Mayoral Elections the CARO is legally required to produce an election booklet which must be delivered to West Yorkshire's 1.7million registered voters. The booklet is a statutory requirement and as such will be factual, containing details of the date of the election, polling places, instruction on how to register to vote, and how to cast a ballot.
- 2.10 This booklet will include an address from each candidate, for which there will be a charge applied in accordance with regulations.
- 2.11 The contract cost of the printing and distribution of the election booklet for the West Yorkshire Mayoral election is £650,000, and a contribution of £4,000 per candidate has been determined. This is comparable with contributions required by partner MCAs.
- 2.12 The CARO undertook a benchmarking exercise with other MCA's in relation to the setting of this amount, to ensure the contribution requested in from West Yorkshire candidates was consistent and fair. The 4 amounts benchmarked from other MCA's were from 2017, with the average cost to the candidate being £27.01 per 10,000 electors. The amount set by the CARO for the West Yorkshire Combined Authority area is £23.53 per 10,000 electors, and no uplift has been added for any increase to printing costs since 2017.
- 2.13 Following the publication of the notice of election on 25 March, candidates will be required to submit their nominations and election address no later than 8 April.
- 2.14 Production will begin immediately, with delivery commencing 16 April. The booklet will also be published online. We will also ensure that key information from the booklet about the role of the Mayor and how to vote is available in a number of accessible formats, including: braille, audio / video, large print, easy read, and language translation.
- 2.15 The Committee have previously enquired regarding the booklet's green credentials and those of the printer involved. A sustainability report has been provided for this purpose (**appendix 1**), which in brief sets out that:
 - All paper purchased and used in the production of the booklet and paper wrap is guaranteed to be FSC accredited, i.e. sourced from forests managed in an environmentally appropriate, socially beneficial and economically viable manner.

- Sustainable ink and binding material will be used in line with European regulations, sourced from a supplier certified for the energy management system ISO 50001.
 - The booklet will be fully recyclable.
 - In lieu of a traditional envelope, a 'poly-wrap' will be used, a new technology using only paper and is therefore fully recyclable.
- 2.16 In addition, the final stage of the production process being data preparation, mail sortation, personalisation, fulfilment and paper wrapping and despatch will take place in West Yorkshire.
- 2.17 The Committee attention is also drawn to the following appended policies from the contracted printer, Print Image Network:
- CCPO7 Environmental Policy
 - CCP11 Corporate Social Responsibility Policy

3. Tackling the Climate Emergency Implications

- 3.1 Officers have worked to ensure that the production of the statutory election booklet is produced in such a way that it is sustainable, energy efficient and reflects the regional ambition to tackle the climate emergency.

4. Inclusive Growth Implications

- 4.1 Care has been taken to ensure that the election booklet is fully accessible across the electorate of the region.
- 4.2 The production of the booklet in West Yorkshire supports the Combined Authority's commitment to good economic growth.

5. Financial Implications

- 5.1 There are no financial implications directly arising from this report.
- 5.2 The cost of the statutory booklet is met through the approved budget for election delivery. Reflecting the need to put in place Covid secure arrangements, it is possible that some of the cost of this will fall outside of the approved budget. Work is ongoing with Government and districts to understand what these costs might be and what financial aid is available to assist delivery.

6. Legal Implications

- 6.1 There are no legal implications directly arising from this report.
- 6.2 Officers have taken advice where appropriate to ensure that all legal and statutory obligations are met.

7. Staffing Implications

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

8. External Consultees

8.1 No external consultations have been undertaken.

9. Recommendations

9.1 That the Committee note the contents of this report.

10. Background Documents

None.

11. Appendices

Appendix 1 – Sustainability Report

Appendix 2 - CCPO7 Environmental Policy

Appendix 3 - CCP11 Corporate Social Responsibility Policy

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Sustainability Report

To	Katie Mclean; Project Manager – Mayoral Combined Preparations
Subject:	2021 WYCA Mayoral Booklet Production
Date:	10 December 2020

Background

Print Image Network Limited (PIN) has been contracted by Leeds City Council (LCC) by way of an existing contract variation, to produce the Mayoral Candidate Booklet for the West Yorkshire Mayoral Election taking place on Thursday 6 May 2021. At a project meeting on 1 December 2020, it was requested that information relating to sustainability and environmental considerations that have been applied to the production and fulfilment of the booklet be explained for the benefit of all stakeholders.

UK Printing – facts and figures

- The UK is the world's fifth largest producer of printed products.
- It has 112,000 employees in 8,000 companies.
- It has a £14 billion turnover and contributes £3.3 billion in wages to the UK workforce.
- The Yorkshire & the Humber region is home to 691 print companies, with 13,536 employees and a turnover of £1,670 million¹.

Print is largely produced using sustainable materials. It is an industry which is predominantly paper-based of which 80% is sourced from European forests – which are growing by over 1,500 football pitches every day. Printing companies are at the forefront of improvements in environmental performance in manufacturing with high levels of take-up for both the ISO 14001 environmental management standard and for the FSC (Forest Stewardship Council) and PEFC (Programme for the Endorsement of Forest Certification) chain of custody accreditations. Print is an advanced manufacturing sector utilising innovative information and production technologies.

Print is sustainable ²

When it comes to the sustainability of print and paper, it is important to separate the facts from the myths. The European paper industry is a world-leader when it comes to sustainably sourced raw materials, renewable energy and recycling rates. There are still misconceptions around paper and an abundance of misleading information about paper and its impact on the environment:

¹ Source: BPIF Research analysis of ONS data for 2018.

² Source: Busting the Myths 2019, Two Sides, www.twosides.info

Sustainability Report

59% believe European forests are shrinking:

- European forests have been growing by over 1,500 football pitches every day.
- These forests supply over 90% of the wood used by the European paper industry.

63% believe only recycled paper should be used:

- Because fibre degrades over time, virgin fibre is essential to European paper production.
- 53% of the fibre used by the European paper industry comes from paper for recycling.

53% believe electronic communication is better for the environment:

- The Information Communication and Technology (ICT) industry accounts for around 2.5–3% of global Greenhouse Gas emissions and this is predicted to rise to 14% by 2040.
- Phones accounted for 435,000 tonnes of e-waste in 2016.

53% believe paper production uses an excessive amount of water:

- Most paper production takes place in locations with low water stress.
- 93% of water is returned to the environment after treatment.

33% believe paper is a wasteful product:

- 72.3% of paper is recycled in Europe – close to the practical maximum of 78%.
- In Europe, paper fibres are re-used 3.6 times on average.

Accreditations

Paper is of course the largest consumable by volume in the printing industry and its manufacture can have an impact on environmental, social and economic aspects. In 1993, the Forest Stewardship Council (FSC) was established to promote responsible forestry in connection with all wood-based consumable products.

What is FSC?

FSC stands for 'Forest Stewardship Council'. It is an international non-profit organisation dedicated to promoting responsible forestry. FSC certifies forests all over the world to ensure they meet the highest environmental and social standards. Products made with wood and paper from FSC forests are marked with our 'tick tree' logo. When you see this logo, you can be confident that buying it won't mean harming the world's forests.

Sustainability Report

How does the FSC system work?

Forests are inspected and certified against strict standards based on FSC's 10 Principles of Forest Stewardship. These inspections are undertaken by independent organisations, such as the Soil Association, that are accredited by the FSC. In order to be given FSC certification a forest must be managed in an environmentally appropriate, socially beneficial and economically viable manner. This is what makes the FSC system unique and ensures that a forest is well-managed from the protection of indigenous people's rights to the methods of felling trees. Forests that meet these strict standards are given FSC certification and the timber allowed to carry the FSC label. FSC runs a global forest certification system with two key components:

- Forest Management
- Chain of Custody
- FSC also licenses retailers and other end users to promote FSC labelled products, without holding FSC certification.

The FSC system allows businesses and consumers to identify, purchase and use wood, paper and other forest products made with materials from well-managed forests and/or recycled sources.



FSC's "tick tree" logo is used to indicate that products are certified under the FSC system. When you see the FSC logo on a label, you can buy forest products with confidence that you are helping to ensure our forests are alive for generations to come.

The 10 FSC principles

Ten Rules for Responsible Forest Management:

1. Comply with all applicable laws, regulations and nationally ratified international treaties, conventions and agreements.
2. Maintain or enhance the social and economic wellbeing of workers.
3. Identify and uphold Indigenous Peoples' legal and customary rights of ownership, use and management of land, territories and resources affected by management activities.
4. Contribute to maintaining or enhancing the social and economic wellbeing of local communities.
5. Efficiently manage the range of multiple products and services of the Management Unit to maintain or enhance long term economic viability and the range of environmental and social benefits.
6. Maintain, conserve and/or restore ecosystem services and environmental values of the Management Unit, and shall avoid, repair or mitigate negative environmental impacts.

Sustainability Report

7. Have a management plan consistent with its policies and objectives and proportionate to scale, intensity and risks of its management activities. The management plan shall be implemented and kept up to date based on monitoring information in order to promote adaptive management. The associated planning and procedural documentation shall be sufficient to guide staff, inform affected stakeholders and interested stakeholders and to justify management decisions.
8. Demonstrate that, progress towards achieving the management objectives, the impacts of management activities and the condition of the Management Unit, are monitored and evaluated proportionate to the scale, intensity and risk of management activities, in order to implement adaptive management.
9. Maintain and/or enhance the High Conservation Values in the Management Unit through applying the precautionary approach.
10. Management activities conducted by or for the organisation for the management unit shall be selected and implemented consistent with the organisation's economic, environmental and social policies and objectives and in compliance with the Principles and Criteria collectively.

The next most significant aspect of the printing process is of course ink. Different printing systems use different inks and there has been a tremendous advance in technology over the last few years. Now, vegetable, soy and water-based inks can print just as well as petroleum and solvent based materials thus reducing the amount of volatile organic compounds that are released into the environment.

Production processes to be employed

The production process will commence once finished artwork has been provided to PIN. Thereafter the following processes will be:

Site 1 - Northampton:

- A. Printing of 24 page, A5 Mayoral candidate booklet on a heatset web press.
- B. Finishing - collation, trimming, folding and stitching of the Mayoral candidate booklet.

Site 2 – Leeds:

- C. Printing of booklet outer mailing cover (not an envelope – see note below on paper wrap process).
- D. Data sortation for mailing discount, data programming, laser personalisation of booklet outer mailing cover (addressed to each elector), enclosing of booklet within mailing cover and secure sealing.
- E. Preparation, packing, sortation maintenance and labelling for despatch into postal stream.

Sustainability Report

For all instances A to E above, the following criteria and environmental considerations have been applied:

Paper supply:

FSC Chain-of-Custody under certificate number SGSCH-COC-002612.

The brand of paper to be used has not yet been identified as it is subject to final negotiation and delivery schedule however, any paper purchased and used in the production of the booklet and paper wrap is guaranteed to be FSC accredited under the above certification.

Heatset Printing Inks:

The supplier, Flint Group, based in Germany, will be supplying a sustainable Heatset printing ink for this project under the PremECO BE Ink series. The characteristics of the ink supply have been confirmed as:

- Fulfilling the requirements of the *EU=Ecolabel*, the *German Ecolabel UZ 195 Blue Angel Printed Matter*, the *Nordic Swan Ecolabel* as well as the *Austrian Ecolabel UZ24 Printing inks*
- The mineral oils used in the formulations meet the criteria of *German Ecolabel UZ195 Blue Angel Printed Matter*
- The binders are based on renewable raw materials e.g., gum, resin, vegetable oils and their derivatives.
- The raw materials are neither foodstuffs themselves nor are they in competition with foodstuffs.
- The formulations are done in compliance with the *EuPIA Exclusion Policy*
- *Substances of very high concern* (SVHCs according to the REACH regulation) are not used as constitutional parts of the formulations.
- All inks supplied show good de-inking performance (essential for subsequent recycling of printed matter).
- Ink supplier Flint Group is certified under ISO 9001 quality management system.
- The Flint Group production site in Frankfurt is certified for the energy management system ISO 50001 as part of a long-term plan.
- On the basis of all of the above, the PremEco BE Ink series and their production processes are classified as sustainable and environmentally friendly.

Enveloping process:

Traditionally, large volume booklets and magazines which are posted out to recipients, have been Polywrapped. This is essentially a polythene bag which is sealed around the contents. Whilst it is very economical process for large volume mailings, it is of course now considered to be unethical in terms of environmental sustainability and cannot be recycled.

Stephen Power, Services Director

Telephone: 0161 209 4800

Email: s.power@printimagenetwork.com

Sustainability Report

An alternative to a polywrap, is of course a traditional envelope however, this option is not as economical as polywrap and if a window envelope is used, recycling can be an issue. Whilst paper envelopes can in the main be recycled, the glassine window from a window envelope is considered a contaminate in the recycling process and has to be extracted first using a heat cycle to melt the adhesive.

The process chosen for the West Yorkshire Mayoral candidate booklet is new eco-friendly technology which only uses paper, is therefore fully recyclable and precludes the use of a traditional envelope. The process involves personalising a reel of paper with the name and address data which is then “wrapped” around the printed booklet and glued on the edges thereby creating a personalised wrap which functions in the same way as an envelope, but without the need for a glassine or plastic window.

The paper supply chain for the outer paper wrap also falls under the FSC accreditation process.

Location

We are pleased to advise that the final stage of the production process being data preparation, mail sortation, personalisation, fulfilment and paper wrapping and despatch takes place in West Yorkshire at our partner site in Leeds. This brings a key element of the production of this project in line with our Corporate Social Responsibility Policy as significant talent, expertise and a local workforce will be engaged in meeting the needs of and delivering the project to the expected high standard.

Summary

Whilst the material volumes and resources to be used in the production of 1,700,000 West Yorkshire Mayoral booklets is considerable, this report shows that the printing industry has and continues to be an innovator in the production of printed communications which are sympathetic to environmental, social, economic and human considerations and is sustainable in all aspects.

Additional documents supplied:

- Print Image Network Environmental Policy.
- Print Image Network Corporate Social Responsibility Policy.



CCP07 Environmental Policy

Policy information	
Organisation	Print Image Network Limited
Policy operational date	January 2015
Policy prepared by	Craig Poyser
Date approved by Board/ Management Committee	January 2015

Introduction	
Purpose of policy	<p>As a leading member of the business community, Print Image Network recognises its impact and corporate responsibilities towards both the environment and the community in its various roles as an investor, employer and consumer. We believe in the importance of environmental protection and improvement. We believe that the pursuit of best environmental practice makes sound commercial sense.</p> <p>Our business will seek to apply best practice in environmental management.</p>


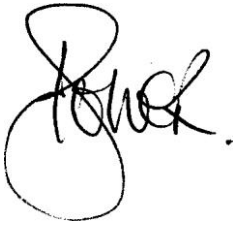
Responsibilities	
Trustees	John Foster, Stephen Power

Legislation and Directives	
	<p>We are committed to comply with all current and applicable legislation and directives with respect to the environment. We will work with the appropriate authorities and organisations to ensure compliance and will strive for best practice by going beyond compliance where possible.</p>

Goals	
	<p>Print Image Network aims to carry out all reasonably practicable measures to continually improve its environmental performance.</p> <p>Energy and Resources</p> <p>We will monitor the energy used in the offices; investigate new opportunities and implement energy saving practices. We will take positive action on raw material and water consumption in order to preserve, as far as is practicable, natural resources.</p>

	<p>Waste</p> <p>We are continually working towards a waste minimisation strategy allied to a strong recycling strategy. The focus is on the reduction of resource consumption in order to minimise waste. We operate to a clear waste segregation policy to limit the volume of waste to landfill through recycling of waste where possible.</p> <p>Packaging</p> <p>Where possible and appropriate, we will attempt to re-use packaging materials and will work with suppliers to minimise its packaging waste.</p> <p>Procurement</p> <p>We will consider the environmental performance of companies in our supply chain, and wherever viable give preference to products and suppliers with least environmental impact.</p> <p>Transport</p> <p>We will encourage staff to reduce transport by motor vehicles. Where practical, we will promote the use of public transport, cycling (bike to work scheme) or walking and minimise the use of private vehicles for travelling to work and for business purposes.</p> <p>Customers/Clients</p> <p>We will strive to give our customers and clients, as well as other stakeholders the best available information to enable them to use their products in a healthy environmental condition.</p> <p>Staff Training and Awareness</p> <p>Every employee has an individual responsibility to help meet the requirements of this policy. Hence, all staff are invited to contribute ideas to better practice, for example through their quality team meetings, Health, Safety and Environmental co-ordinators and line managers.</p> <p>Communication</p> <p>We will raise the level of environmental awareness of staff of the need for positive environmental actions so as to enable a comprehensive approach to environmental improvement in the company.</p> <p>All employees of the company are provided with a copy of the environmental policy. Copies of our policy are also displayed in the Reception area at Image House and on our website.</p>
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Policy review	
	<p>This environmental policy will be reviewed and if necessary, revised to reflect the latest developments on at least an annual basis. During this evaluation of our actual and potential environmental impact of our activities we will also consider any future changes to applicable law and regulation to ensure that future policy continues to surpass industry standards.</p> <p>The results of all reviews are communicated throughout the company and appropriate action is taken.</p>
Responsibility	Company Directors, Office Manager & Discipline Managers
Annual Review Date	30 January

Authorised By		
Directors	John Foster	Stephen Power
Signature		
Date	31/01/15	31/01/15

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CCP11 Corporate Social Responsibility Policy

Policy information	
Organisation	Print Image Network Limited
Policy operational date	September 2020
Policy prepared by	Stephen Power
Date approved by Board/ Management Committee	September 2020

Responsibilities	
Trustees	John Foster – Managing Director
	Stephen Power – Services Director

Policy and procedure	
	<p>We are fully aware of the obligations placed upon everyone by the initiatives of the Social Value Act 2012: The Well-being of Future Generations (Wales) Act 2015 and The Procurement Reform (Scotland) Act 2014 Act. Along with the principles of ISO 26000, we support and apply them in all our decision making and overall activities wherever possible and relevant. Our CSR Policy is collectively supported by and interacts with all our established policies, systems and accreditations which include:</p> <ul style="list-style-type: none"> • ISO9001 Quality Policy • ISO27001 Information Security Management System Policy • Health & Safety Policy • Environmental Policy • Equal Opportunities Policy • Equal Opportunities Employment Policy • Business Continuity Policy • Corporate Social Responsibility Policy • Investors in People (Gold) accreditation • Customer Service Excellence accreditation <p>We believe that a commitment to the principles of corporate social responsibility (CSR) is not only fundamental to a successful business but also aligns perfectly with our core business strategy, corporate values and those systems, accreditations and standards that already exist. In establishing our CSR strategy and setting out our initial policy we defined those areas we considered we could make the most impact:</p>

- People
- Community
- Democracy
- Suppliers
- Environment
- Charity and volunteering

When identifying how far an effective CSR Policy could reach, we considered its application in terms of geography and citizenry in the following areas:

Geography:

- Primary – our location in the Greater Manchester region
- Secondary – the North West of England
- Tertiary – England, Wales, Scotland, and Northern Ireland

Citizenry:

- Our employees and their families
- Our community
- Potential employees and their families
- Our strategic partners and members of our supply chain
- Our clients, their stakeholders, families, and their communities

People

Print Image Network is an inclusive organisation. We are committed to fairness, equality and diversity in all our practices, procedures and interactions and this is reflected in our policies. We are dedicated to ensuring we have a healthy and educated workforce whose views are welcome and respected. We will nurture ambition and empower people to become knowledgeable and skilful. We will ensure our colleagues enjoy their work and have the opportunity to consistently amaze our customers with their friendly expertise and first-class service thereby helping to create a successful and continually developing business that benefits the majority.

We will continually invest time and resources into developing our Investors in People Gold (IIP) accreditation which is recognised as the international standard for people management. IIP defines what it takes to lead, train, support and manage people effectively and to achieve sustainable results. We firmly subscribe to the IIP framework which is designed to help organisations and their people to realise their full potential, providing a simple roadmap for excellence.

We subscribe to and support the tenets of the living wage and ensure our staff are remunerated and supported in a way that promotes a healthy work-life balance. A system of Reward and Recognition is used to encourage and empower staff and aligns with Indicator 5 of the Investors in People framework.

Community

We have committed to build mutually supportive relationships with our wider community focussing primarily on local concerns but also national ones. We recognise that we can play an important role in our local community and therefore we aim to make the communities in which we operate, better places. We will continue to encourage and empower our employees to get involved with their local communities and use their skills, supported by company time and resources, to help create a mutual and collective benefit.

Suppliers

We value our suppliers and we are committed to maintaining high standards in all our interactions with them. By sharing best practice, we will assist in ensuring the best possible service to our customers through training, product development and technology.

By aligning our standards, we will ensure that our supply partners reflect our attitudes and principles of ethical, mindful and considerate trading that presents a sustainable model of reliability and service equal to our own. We will ensure that all relevant laws applying to employment, pay and conditions, Health & Safety standards, equal opportunities, discrimination relevant to age or sex, bribery, whistleblowing and slavery or any other exploitation of any kind are met and adhered to and that all vendors will be appraised and assessed at least on an annual basis to ensure continued compliance.

We will endeavour to support suppliers and thereby local employment within the geographical areas of our contract awards so that the economic benefit of procurement returns to its source, wherever possible.



Environment

We know that our business activities have an impact on the environment and we recognise our duty to manage and reduce that impact in a responsible and ethical manner. Our strategy is to identify significant environmental impacts and put processes in place to prevent, reduce and mitigate them. Our primary focus is to minimise waste, promote recycling, reduce energy consumption, reduce harmful emissions and work with customers and supply partners to design less resource intensive products and methods of production whilst at the same time, maintaining quality, delivery and service standards. As a minimum, all of our paper will be sourced through Forest Stewardship Council (FSC) accredited sources. Wherever possible, vegetable and water-based inks will be utilised for print production to negate harmful emissions and all materials of any kind will be sourced as locally as possible.

Charity and volunteering

We will continue to encourage staff to support community projects and have appointed a "Community Champion" to act as co-ordinator and to identify local and national issues that could benefit from support. We recognise that not all deserving causes have the benefit of charitable status therefore, each year, staff members will be invited to nominate both charities and local good causes that are meaningful to them. A companywide vote will determine the top three choices for the year to enable us to raise funds by donation and sponsorship and contribute time and resources generated through various events and marketing activity throughout the year.

Policy review	
	<p>This policy will be reviewed and if necessary, revised to reflect the latest developments on at least an annual basis. During this evaluation of our actual and potential impact of our activities we will also consider any future changes to applicable law and regulation to ensure that future policy continues to surpass industry standards.</p> <p>The results of all reviews are communicated throughout the company and appropriate action is taken.</p>
Responsibility	Company Directors, Office Manager & Discipline Managers
Annual Review Date	30 January

Authorised by		
Directors	John Foster	Stephen Power
Signature		
Date	01/09/2020	01/09/2020



Report to: Overview and Scrutiny Committee

Date: 19 March 2021

Subject: **Budget, gainshare 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 budget position 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.

- 2.9 A summary of the headline strategic risks is included at **Appendix 1** to this report. This update is subject to any feedback from Governance and Audit Committee who are considering corporate risks at their meeting of 18th March 2021. Since the last reporting period work has been undertaken to ensure that specific risks associated with the transfer to the Mayoral Combined Authority model and the new functions that this brings, are appropriately reflected within the strategic risk summary.
- 2.10 In addition to the strategic risks relating to the transfer to the Mayoral model, the more detailed operational risks associated with this are being managed through the Combined Authority's MCA Ready programme. This programme was established in March 2020 and is overseeing all organisational preparations for the transfer to the new MCA model.
- 2.11 In terms of those risks associated with the response to the COVID-19 pandemic and the EU Exit, these continue to be managed through the Combined Authority's Gold command incident response structure
- 2.12 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.

Revenue budget position 2020/21

- 2.13 The approved revenue budget for 2020/21 was a balanced position at the start of the year. During the year the impact of the national pandemic has been reported and has been showing an emerging deficit position throughout, though the forecasts have been improving as support grants have been received from government and other managed savings achieved.
- 2.14 The current situation has been improved through the successful representation to government for a range of Covid support grants, savings in concessionary fares due to low patronage levels and other savings made across the other directorate budgets. These cost savings will be kept under regular review and the aim remains to achieve a balanced outturn as at 31 March 2021. On this basis the general reserves would be retained at the current level of £8.1 million.
- 2.15 The final forecast position, as approved at the Combined Authority meeting of 4th February 2021, is set out in **Appendix 2**. This budget also includes, as previously approved, some use of gainshare to support the costs of transition to becoming a mayoral combined authority, including early election costs and legal and project resources.

2021/22 Budget and business planning

- 2.16 Work has been undertaken to produce a detailed business plan for the Combined Authority for 2021/22, maintaining the focus on the corporate objectives agreed for the current corporate plan: Productivity, inclusive growth, a 21st century transport system and tackling the climate emergency. These

must all be considered against the backdrop of COVID-19 recovery and the move to becoming a mayoral combined authority.

- 2.17 In producing their business plans all directorates have been required to demonstrate how their expenditure delivers against the objectives and priorities of the Combined Authority and its partners, demonstrating efficiency and effectiveness and value for money for the services delivered. A clear link through to the four priorities must also be made clear. A copy of the overarching business plan on a page is attached at **Appendix 3** for information.
- 2.18 The revenue and indicative capital budgets were approved by the Combined Authority on 4th February 2021 and are attached at **Appendix 4 and 5**. The Combined Authority acknowledges the difficulty of setting a budget in the current context of the national pandemic, ongoing preparatory work and the transition to the MCA model, preparing and responding to the EU exit and the ending of the current funding streams and delayed funding announcements. The budgets included a range of efficiencies and savings that have contributed to the balanced revenue budget that was approved. However, there remains a risk that reserves will be required to respond to any emerging pressures in the year.
- 2.19 A balanced position has been achieved on the basis that both the gainshare and Mayoral Capacity Fund are utilised to fund the additional capacity and new costs arising from being an MCA. Further information on the 'gainshare' approvals is shown below.

Gainshare – 2020/21 and 2021/22

- 2.20 As part of the devolution deal, and becoming a Mayoral authority, the Combined Authority will receive annual 'gainshare' funding of £38 million for the next thirty years which will be key to supporting the region in driving economic growth and prosperity within its communities. The gainshare is allocated in a 25% (capital) and 75% (revenue) split.
- 2.21 The use of gainshare from 2021/22 onwards will be directed through the Single Investment Fund, with decisions based on agreed priorities and subject to the assurance process. Ahead of these processes being fully developed and in place it was agreed to use the 2020/21 gainshare to support the work underway to become mayoral ready and to address urgent economic asks identified through the Economic Recovery Plan. Commitments have been made as follows:
- 2.22 For 2020/21 the £38m allocation has been applied / approved by the Combined Authority as follows:
- | | | |
|----------|---|---|
| - £3m | - | Funding for Mayoral preparations, including election costs |
| - £9.5m | - | Capital funding 'ring-fenced' – initially for the TCF Programme |
| - £13.5m | - | Covid recovery (Reboot and Employment hub projects) |
| - £5m | - | Covid – to support local authority recovery plans |

- £7m - Agreed in principle to support entrepreneurship, net zero carbon project pipeline and healthtech programmes.

2.23 For 2021/22, to date the following has been approved by the Combined Authority:

- £1.75m - Funding for Mayoral preparations, including election costs
- £9.5m - Capital funding 'ring-fenced' – initially for the TCF Programme

This leaves £26.75m to be allocated via the processes being established for management of the Single Investment Fund.

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 (Risk and KPIs) Report

Appendix 2 – Approved revenue budget forecast 2020/21

Appendix 3 – Corporate Plan on a page

Appendix 4 – Approved revenue budget 2021/2022

Appendix 5 – Approved indicative capital budget 2021-2024

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Corporate risk summary

			Probability	Impact	Mitigation summary
Very high	CRR-SD1	There is a risk that we fail to fully deliver projects and programmes (i.e. Growth Deal) within timescales or budget, or with the anticipated level of benefits, due to over-optimistic profiles, capacity within both the Combined Authority and District partners and recruitment and retention challenges.	Possible 3	Critical 5	<ul style="list-style-type: none">• Significant monitoring and controls in place through PMO• Continuing support through 'District Pool' project resource• Ongoing Review of WY+TF portfolio with Chief Highways Officers
	CRR-SD2	There is a risk that there are challenges and disruption to the way in which the Combined Authority provides services and the resources available to deliver those, due to uncertainty surrounding the UK's future relationship with the EU.	Possible 3	Critical 5	<ul style="list-style-type: none">• 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	There is a risk that there will be a major impact on achievement of organisational objectives and/or a need to reconsider objectives and divert resources, due to a major unanticipated change in national policy (Brexit; major change in govt policy).	Possible 3	Critical 5	<ul style="list-style-type: none">• Continued dialogue with Government• Policy and Strategy directorate continuing to monitor emerging national trends• Continued work with local LEPs and Combined Authorities
	CRR-SD6	There is a risk that key corporate objectives cannot be met due to the long term impacts of the COVID-19 pandemic on the regional economy and on travel habits.	Possible 3	Critical 5	<ul style="list-style-type: none">• Research and Intelligence team modelling potential impacts and long term scenarios• Working closely with partners and representative groups to identify possible long term impacts and develop joint responses• Updated business plans to identify key areas for re-prioritisation

			Probability	Impact	Mitigation summary
46	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 there could be a loss in continuity of core OPCC services due to the transfer of the function into the Combined Authority and the transfer of PCC powers to the Mayoral Combined Authority	Possible 3	Critical 5	<ul style="list-style-type: none"> The Combined Authority, the OPCC and West Yorkshire Police are working in partnership to ensure all necessary arrangements are in place for the smooth transfer of policing and crime powers to the MCA Significant work undertaken to identify possible business continuity risks arising from the OPCC transfer and mitigations plans in place to address these.

			Probability	Impact	Mitigation summary
47 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-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 availability issues as a result of the Covid pandemic	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
	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

			Probability	Impact	Mitigation summary
	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
	NEW	There is a risk that the 6 May local and mayoral elections may be postponed, (having significant implications on the programme relating to cost, timescales and legal matters) due to the impact of the Covid-19 pandemic and the national lockdown measures that are currently in place.	Possible 3	Serious 4	<ul style="list-style-type: none"> Guidance issued from Cabinet Office setting out a delivery plan for the election and provides assurances it will take place on 6 May as planned. Letter from LCC to government seeking assurances on this issue. Close monitoring of the situation underway and contingency planning to ensure we are prepared for this scenario. High level programme impact assessment undertaken.
48	NEW	There is a risk that the organisation is not fully prepared to exercise the new duties of the MCA once the Mayor comes into post, due to the limited timescales for the organisational preparations and the additional pressures caused by the Covid pandemic during the preparatory period	Unlikely 2	Critical 5	<ul style="list-style-type: none"> The MCA ready programme has been in place since March 2020 to proactively manage organisational preparations Programme includes projects to prepare the organisation's governance, processes, people and systems for the mayoral model. Significant work undertaken on preparations for the transfer of the OPCC to ensure the Mayoral duties in respect of policing and crime can be exercised Arrangements being put in place for decision-making relating to new Non-Mayoral Functions. Proposals on this to be considered by the Combined Authority in March Initial proposal approved by Combined Authority on 4 February for changes to the organisational structure to better support the mayoral model

		RED AMBER GREEN	significantly off track and at risk of not being achieved at risk of not being fully achieved, intervention measures in place considered to be completed/on track to be complete/achievable
West Yorkshire Combined Authority - Corporate Performance Report 2020 - 2021 (Apr 2020 - Jan 2021)			
Boosting Productivity: Helping businesses to recover from the COVID-19 pandemic and helping people find and retain good jobs	Previous RAG status in Q2 and direction of travel	Current YTD results (Apr 2020 - Jan 2021)	Progress update and RAG status
1.Develop and implement our COVID-19 Economic Recovery Plan	↔	On track	The West Yorkshire Economic Recovery plan (ERP) 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 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 CSR submission. A refresh of the plan is continuing following a January meeting of the Recovery Board and March Combined Authority Board, including the addition of a proposition on culture. Funding for up to £7m of gainshare to be used to support propositions within ERP requested at March CA.
2.Support business to respond to the challenges & opportunities of Brexit & COVID-19. Providing intensive support to over 1,000 businesses	↔	3,186	782 businesses have received intensive support from Local Authority based Growth Managers, 1465 businesses have received capital investment grants, 447 businesses have received business resilience advisory support through the Strategic Business Growth and Investment Readiness programmes and 492 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		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	↔	On track	Performance has exceeded target due mainly to additional business support schemes that have been implemented at pace in response to COVID-19. These have included businesses supported through the Digital Resilience Vouchers, COVID Recovery Grants, business membership support, Peer Networks, and cyber security support. The overall volume of enquiries into the Gateway also increased significantly, particularly in response to the first lockdown and the launch of the COVID Recovery Grant programme.
5.Invest in digital connectivity	↔	On track	Collaboration is ongoing with Department for Digital, Culture, Media & Sport (DCMS) / Building Digital UK (BDUK). Responded to DCMS planning for GB consultation in January 2021 - Further engagement took place in Feb to shape phasing and any roll out of this programme.
6.Deliver another 170,000 square footage of commercial space through the Enterprise Zone programme.	↔	117,400 sq ft	Activity continues at Gain Lane, with delivery of 72,000 sq ft of accommodation on programme to be completed by 31st March 2021. On track to over achieve against target (forecasting189,400sqft delivered by end of FY against the target of 170,400sqft.)
Enabling Inclusive Growth: Enabling as many people as possible to contribute to, and benefit from economic growth especially those disproportionately affected by the pandemic	Previous RAG status in Q2 and direction of travel	Current YTD results (Apr 2020 - Jan 2021)	Progress update and RAG status
1.Provide a bus network that meets the needs of local communities in the context of COVID-19 recovery	↔		Bus services continue to operate under emergency funding which is expected to extend beyond March 2021, delivering largely the pre-pandemic network managed through the Bus Alliance (Voluntary Partnership) agreed with bus operators. Initiatives are in development to transform bus network to meet the changed economy as part of Network Navigation, Mobile app and flexible ticketing work. Pre COVID work on bus network review will inform the Connectivity Plan which is being consulted on. Proposition to Government Spending Review and National Bus Strategy to devolve emergency bus funding to Combined Authority. Discussions are ongoing with DfT on "recovery funding" package. "In principle" agreement reached to develop an Enhanced Partnership to manage bus network jointly with operators
2.Support people to access employment & retrain, particularly those affected by the COVID-19 crisis	↔	1,562,347	The overall traffic to the FutureGoals website for January has increased by 877 users. Figures were steady up to the end of January and then began spike traffic. The [re]boot page had a total of 2,665 page views this month which equates to 17.20% of all the website's traffic. This was followed by the career's starters page with a total of 2,448. Social media campaigns are ongoing and Facebook is still by far the main traffic driver from social media, providing 76.64% of all social traffic. Instagram stories are again a growing source of traffic, with 12.74% of social traffic. The top 3 pages that all social traffic went to on the FutureGoals website in January is [re]boot, Parent Carer Resources and Careers Support.
3.Work closely with schools and colleges to support our most disadvantaged young people	↔	81	School Partnership - The review meetings of school term 1 actions plans are happening, new meetings have been delayed due to lockdown #3 and schools priorities to organise students home-schooling. The team are training and supporting our Enterprise Advisors to enable them to be fully equipped to work with the schools and colleges during this difficult time.
4.Continued delivery of [re]boot & Employment Hub	↔	1,612	[re]boot- courses are continuing online with some engineering and construction courses on hold until colleges are allowed to reopen. The marketing has been increased to support particular target audiences including women into digital and those made redundant due to COVID-19. Our new sub-contractor Go Train has their first 4 online courses available with rolling applications to offer flexible start dates to learners. Schools Partnership - There have been no teacher CPD sessions in January. Employment Hub - Activity continues at pace however JCP referrals are low. Lots of 'new' staff at JCP with new resources. LA's reporting their Employment Hub provision isn't seen as a priority by JCP. A big push on Apprenticeship Levy and Jobstarts working collaboratively with Employment Hubs, local providers and SME's. Skills for Growth - the team are developing virtual projects with businesses which hope to engage individuals from February.
5.Connect homes & businesses to superfast broadband	↔	1,889	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 CA broadband team and supplier have worked together to address issues and all 2020-21 builds have been on target. We are looking to successfully achieve our next contractual milestone which is end Q4 2020-21. 1,889 premises connected within 20/21 as part of the current Broadband Programme, in total across this contract 40,562 premises have been connected.
6.Embed inclusive growth in all our policies	↔	On track	The Inclusive Growth Framework is went to LEP Board for adoption as part of the Strategic Economic Framework in January 2021 and following approval at Combined Authority Board in March, has now been adopted. The plan has a strong focus on addressing socio-economic inequalities and delivering an inclusive economic recovery. Its proposed interventions are aligned with the Framework's strategic ambitions and goals.
Delivering 21 st Century Transport: Ensuring our transport network recovers to provide the services that people need, while laying the foundations for future improvements	Previous RAG status in Q2 and direction of travel	Current YTD results (Apr 2020 - Jan 2021)	Progress update and RAG status
1.Restore the bus network to meet changing demand in light of the COVID-19 pandemic and adapt to a new financial environment	↔		Whilst bus mileage has been restored to 2019 levels, demand for bus travel remains constrained by COVID restrictions and bus capacity is constrained by COVID safety/ social distancing. The funding gap created by the missing fare revenue is jointly covered by DfT and the Combined Authority paying concessions at 2019 levels. DfT funding is on a rolling 8 week notice period now expected to continue at least until the end of the financial year. Details of Government "recovery funding" 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	↑	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	↔		Covid 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 restrictions have been relaxed.
4.Launch an MCard mobile ticketing app offering new products to a changed market	↔		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.	↔	On track	The Connectivity Plan is now live for consultation and includes the proposed approach to Mass Transit and the Mass Transit Vision. Work is progressing on the Strategic Outline Business Case. 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. Ongoing discussions about resourcing for WY Mass Transit, in light of organisational restructure.
6.Work with our partners to secure HS2 and Northern Powerhouse Rail for our region.	↔	In progress	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. Ongoing engagement with Government at officer and Ministerial level to influence IRP
7.Start delivery of the Transforming Cities Fund (TCF), to reduce reliance on the car and promote public transport, cycling and walking.	↔	On track - YTD spend £5,647,963	All DP2s (Decision Point) have now been approved. Consultation has now launched for two projects and a Communications Package has now been developed. Work is commencing on Outline Business Cases (OBCs) and a workshop with Portfolio Management and Appraisals (PMA) took place in February. All funding agreements should be signed by the end of the financial year.
Tackling the Climate Emergency: Ensuring a green recovery and accelerating our plans for a net zero carbon economy by 2038 at the latest	Previous RAG status in Q2 and direction of travel	Current YTD results (Apr 2020 - Jan 2021)	Progress update and RAG status
1.Publish a roadmap setting out how we achieve our ambition of becoming a net zero carbon economy by 2038 at the latest	↔	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 on 27 July. Currently engaging with WY Councils and internally on the recommendations of Tasks 2 and 3 with a view to taking to the March CA to acknowledge the recommendations and to approve their use in engagement with wider stakeholders. Paper now expected to go to April or June Combined Authority.
2.Deliver priority projects in the Energy Strategy	↔	On track	Of the 39 projects highlighted on the performance dashboard over half are either in progress or have been completed. A further 6 projects are pending the outcomes of the CERP. 11 projects have stalled and are not being progressed at this time. Resources to deliver the full programme of activity outlined in the dashboard continues to be the factor limiting progress. Extensive engagement with partners and stakeholders has and is being undertaken to shape the outcomes of the projects highlighted in the dashboard. Significant progress is being made to develop a long term plan to improving energy efficiency across the City Region's homes. The Combined Authority has also started a new project to strengthen decision making in the light of the Climate Emergency. A new carbon impact assessment tool is being developed. Carbon impact assessments paper being considered at March CA.
3.Help 150 businesses to lower their carbon impact through the Travel Plan Network and the REBiz resource efficiency programme.	↑	118	The REBiz team have focused their efforts in raising the profile of the programme amongst key business support partners across the region to help increase the number and quality of referrals. As such, the project managed to gain more traction over the last quarter with an increase in remote audits being undertaken, grant applications being submitted and businesses receiving consultancy support via the Circular Economy pilot. Challenges do remain however, engaging with business across North Yorkshire. The ongoing issues linked to COVID-19 including furloughed employees and social distancing measures in place on public transport have restricted the Travel Plan Network's ability to engage new members. However, the team have focussed on supporting existing members including the development of peer forums to help share best practice, share resources and develop shared travel plans in an effort to prevent a return to single occupancy car use as lockdown restrictions ease.
4.Enable 8 schemes to enter the Energy Accelerator		Completed - 10 schemes	10 agreements have been supported through The Gateway, 3 of these projects have completed. Energy Accelerator Programme is now closed.
5.Establish a connectivity plan & pipeline, promoting active & decarbonised travel for all communities	↔	On track	West Yorkshire Emission Reduction Pathway Study Road Map and Action Plan is in development. Connectivity Plan engagement started in January. Work progresses on communications and engagement plan. Spending Round 2020 reaffirmed Government plans for a Transport Settlement for Mayoral combined Authorities from 2022 – the process for accessing the funds is still to be announced – meeting with Government in February. New restructure opportunity to increase capacity needed to develop prioritise and develop pipeline
6.Reduce carbon from the Combined Authority's assets	↔	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 Wellington 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 CA has also committed to purchase 100% renewable energy from April 2021

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75.0%						
West Yorkshire Combined Authority Revenue Budget 2020/21	Annual Budget	December Actuals	%	Notes / Commentary	RAG Rating	Forecast 31/3/2021
	£	£				£
Employee Costs	27,296,771	18,341,207	67.2%	Reflects level of staffing vacancies during the year.		26,359,513
Indirect Employee Costs	1,359,584	908,275	66.8%	Spend to date - as expected due to timing of pension invoice.		1,459,083
Premises Costs	6,088,828	4,080,798	67.0%	Spend to date - as expected due to premises invoices paid in arrears		5,873,369
Supplies and Services	5,639,485	1,424,785	25.3%	Spend to date - lower than expected due to Covid 19 and invoices in arrears		6,235,990
ICT Related Costs	2,669,678	2,165,231	81.1%	Spend to date - as expected due to certain ICT costs paid in advance		2,695,573
Travel, Subsistence & Transport Costs	362,280	176,451	48.7%	Less staff travel due to Covid-19 plus also claims are in arrears		179,932
Tendered Services	25,435,452	23,065,247	90.7%	Spend in line with Government requirements during lockdown - though expecting additional costs due to Covid-19		30,359,000
Concessions	55,157,492	40,538,440	73.5%	Spend in line with Government requirements during lockdown		53,907,492
Prepaid Tickets Costs	35,800,000	6,202,675	17.3%	Mcard payment significantly reduced - Covid-19 - offset by Mcard sales ## below		13,000,000
Grants and Agency costs	2,247,352	1,239,588	55.2%	Spend as expected		3,431,150
Consultancy and Professional Services	3,344,578	1,941,152	58.0%	Spend as expected		3,994,809
Financing Charges	6,676,400	1,757,909	26.3%	Spend as expected - final figures accrued at the Year End		6,793,869
Total Expenditure	172,077,900	101,841,756	59.2%			154,289,779
Income - Transport	(11,786,000)	(3,783,735)	32.1%	Covid19 - Impact on bus station & bus services income		(10,526,594)
Funding - Grants	(13,705,145)	(6,594,475)	48.1%	Grants received as expected and additional support grants expected re Covid19		(20,930,830)
Enterprise Zone Receipts	(2,307,000)	(103,270)	4.5%	EZ receipts are expected - though will be received in arrears towards Year End		(2,306,999)
Interest Received	(1,386,000)	(217,745)	15.7%	Investment Interest in arrears - however expecting Covid19 impact on returns		(2,002,000)
Income - Operational	(1,754,011)	(757,389)	43.2%	As expected - revenue project claims in arrears		(2,883,437)
Capitalisation / Internal Recharges	(13,141,745)	(5,867,371)	44.6%	Income as expected (in arrears) - also offsets against some staff vacancy savings		(10,441,918)
Pre Paid Ticket Income	(35,800,000)	(6,202,675)	17.3%	Mcard sales significantly reduced - Covid-19 - offsets by payments ## above		(13,000,000)
Transport Levy	(92,198,000)	(69,148,500)	75.0%	Levy receipts as expected		(92,198,001)
Total Income	(172,077,900)	(92,675,159)	53.9%			(154,289,779)
Net Expenditure Total	(0)	9,166,597				0

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Vision

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

Mission

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

Aims

Boosting Productivity

Helping businesses to recover from the Covid-19 pandemic and helping people find and retain good jobs in a post-Brexit landscape.

Enabling Inclusive Growth

Enabling as many people as possible to contribute to, and benefit from, economic growth, especially those disproportionately affected by the Covid-19 pandemic.

Delivering 21st Century Transport

Ensuring our transport network recovers to provide the services that people need, while laying the foundations for future improvements.

Tackling the Climate Emergency

Ensuring a green recovery and accelerating our plans for a net zero carbon economy by 2038 at the latest.

Ensuring Effective and Efficient Policing*

Support the Mayor/Deputy Mayor to secure an efficient and effective police service for West Yorkshire.

** Dependent on Mayoral election and associated transfer*

Delivering Efficiently

Empowering the region by delivering the devolution deal and driving efficiencies in our operations.

Objectives

(What we want to achieve in 2021-22)

53

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.

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 projects/programmes to improve inclusivity e.g. superfast broadband connectivity to 40,000+ premises in disadvantaged areas.

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.

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 and across our investment programmes.
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.

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.

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

(What will help us)

Our people

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.

Our partnerships

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.

Our systems

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.

Our resources

Making the most efficient use of the Wellington House office space in a post-Covid working environment, 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.

Our Values

- Working together
- Working intelligently
- Championing our Region
- Positive about change
- Easy to do business with

Key risks, issues and assumptions

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

How we will measure success

Key performance indicators across all priorities, reported quarterly to the Combined Authority and LEP Board
Detailed indicators currently in development

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West Yorkshire Combined Authority Revenue budget	Corporate £	Corporate Services £	Delivery £	Brownfield Housing £	Mayor's Office £	AEB £	Economic Services £	Policy, Strategy & Comms £	Transport Services £	Total Budget 2021/22 £
Employee Costs	416,379	4,915,519	6,398,038	0	500,000	149,211	4,480,733	6,140,798	6,264,953	29,265,632
Indirect Employee Costs	1,106,300	414,528	450	0	0	0	4,872	20,000	12,650	1,558,800
Premises Costs	0	0	0	0	0	0	0	0	6,253,329	6,253,329
Supplies and Services	384,100	80,450	500	0	1,000,000	0	1,948,770	681,336	768,801	4,863,957
ICT Related Costs	0	1,689,432	50,000	0	0	0	0	0	1,170,108	2,909,540
Travel, Subsistence & Transport Costs	78,000	163,550	12,106	0	0	0	25,450	14,800	32,690	326,596
Tendered Services	0	0	0	0	0	0	0	0	25,866,000	25,866,000
Concessions	0	0	0	0	0	0	0	0	53,750,000	53,750,000
Prepaid Tickets Costs	0	0	0	0	0	0	0	0	13,500,000	13,500,000
Grants and Agency costs	379,370	24,900	0	0	0	41,850,789	5,519,803	44,281	123,328	47,942,471
Consultancy and Professional Services	62,630	280,016	400,000	2,950,000	0	0	2,178,968	901,000	294,500	7,067,114
Financing Charges	6,806,000	0	0	0	0	0	0	0	158,657	6,964,657
Total Expenditure	9,232,779	7,568,395	6,861,094	2,950,000	1,500,000	42,000,000	14,158,595	7,802,215	108,195,016	200,268,096
Enterprise Zone Receipts	(3,202,886)	0	0	0	0	0	0	0	0	(3,202,886)
Interest Received	(818,000)	0	0	0	0	0	0	0	0	(818,000)
Cost Recovery	(300,000)	0	0	0	0	0	0	0	0	(300,000)
Miscellaneous & Other Income	0	0	0	0	0	0	(1,377,786)	(357,149)	(471,602)	(2,206,537)
Pre Paid Ticket Income	0	0	0	0	0	0	0	0	(13,500,000)	(13,500,000)
Concessions Income	0	0	0	0	0	0	0	0	(150,000)	(150,000)
Tenancy Income	0	0	0	0	0	0	0	0	(1,512,057)	(1,512,057)
Departure Fees Income	0	0	0	0	0	0	0	0	(1,464,007)	(1,464,007)
PPTx Recharge	0	0	0	0	0	0	0	(74,000)	(1,843,499)	(1,917,499)
Sales and Advertising Income	0	0	0	0	0	0	0	0	(935,500)	(935,500)
Parking Income	0	0	0	0	0	0	0	0	(48,500)	(48,500)
Education Income	0	0	0	0	0	0	0	0	(7,186,000)	(7,186,000)
Operating Income	(4,320,886)	0	0	0	0	0	(1,377,786)	(431,149)	(27,111,165)	(33,240,986)
Capitalisation	(2,700,000)	(876,753)	(6,851,738)	0	0	0	(47,986)	(684,948)	(89,915)	(11,251,341)
BSOG Grant	0	0	0	0	0	0	0	0	(2,063,000)	(2,063,000)
SRG Grant	(895,000)	0	0	0	0	0	0	0	0	(895,000)
LEP Specific Grants	(1,052,600)	0	0	0	0	0	0	0	0	(1,052,600)
Other Grants - Projects	0	0	0	0	0	0	(11,449,499)	(167,671)	0	(11,617,169)
Transport Levy	(92,198,000)	0	0	0	0	0	0	0	0	(92,198,000)
Funding - Legacy	(96,845,600)	(876,753)	(6,851,738)	0	0	0	(11,497,485)	(852,619)	(2,152,915)	(119,077,110)
Other Grants - Revenue (Gainshare)	(1,750,000)	0	0	0	0	0	0	0	0	(1,750,000)
Other Grants - Revenue (Capacity Fund)	(1,250,000)	0	0	0	0	0	0	0	0	(1,250,000)
Other Grants - Brownfield Housing	0	0	0	(2,950,000)	0	0	0	0	0	(2,950,000)
Other Grants - AEB	0	0	0	0	0	(42,000,000)	0	0	0	(42,000,000)
Funding - New (proposed)	(3,000,000)	0	0	(2,950,000)	0	(42,000,000)	0	0	0	(47,950,000)
Total Income & Funding	(104,166,486)	(876,753)	(6,851,738)	(2,950,000)	0	(42,000,000)	(12,875,271)	(1,283,768)	(29,264,080)	(200,268,096)
Net Expenditure Total	(94,933,706)	6,691,642	9,356	0	1,500,000	0	1,283,325	6,518,447	78,930,936	(0)

Above budget includes following savings to be achieved:

- Staff Vacancy Savings Target (1,200,000)
- Other savings - Transport Services (400,000)
- Other savings / capitalisation (500,000)

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<u>Capital Expenditure</u>	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Growth Deal - Economic Development	47,439,952	0	0	0
West Yorkshire plus Transport Fund CIP	80,273,172	97,055,893	131,050,039	154,054,773
Leeds Public Transport Investment Programme	68,492,090	57,595,374	0	0
Transforming Cities Fund	12,325,731	65,224,365	241,846,996	137,548,223
Integrated Transport Block / Highways Maintenance / Challenge Fund	66,223,502	57,461,017	43,101,000	43,101,000
Corporate Projects	5,690,578	5,438,709	1,000,000	0
Broadband	2,274,633	4,363,915	1,007,792	0
Land Release Fund & One Public Estate	1,070,522	0	0	0
Low Emission Vehicles	1,058,434	0	0	0
Getting Building Fund	26,300,000	26,300,000	0	0
Brownfield Housing Fund	600,000	20,000,000	29,178,719	14,000,000
Emergency Active Travel Fund (Revenue and Capital)	2,513,000	10,053,000	0	0
Other (inc. Clean Bus)	3,934,447	38,500,000	0	0
LA - Total Capital Spend	318,196,060	381,992,274	447,184,546	348,703,996

<u>Capital Funding</u>	2020/21 £	2021/22 £	2022/23 £	2023/24 £
Growth Deal	(51,827,225)	0	0	0
Leeds Public Transport Investment Programme	(88,760,803)	0	0	0
Broadband	0	(1,948,112)	(1,007,792)	0
Getting Building Fund	(26,300,000)	(26,300,000)	0	0
Emergency Active Travel Fund	(12,566,000)	0	0	0
West Yorkshire Transport Fund	(48,510,837)	(48,300,000)	(48,300,000)	(48,300,000)
Integrated Transport Block	(13,104,000)	(13,104,000)	(13,104,000)	(13,104,000)
Highways Maintenance / Pothole (DfT) / Challenge Fund	(50,347,000)	(29,997,000)	(29,997,000)	(29,997,000)
Transforming Cities Fund	(39,995,010)	(123,248,290)	(137,519,145)	0
Brownfield Housing Fund	(600,000)	(20,000,000)	(29,178,719)	(14,000,000)
Gainshare - capital - TCF Commitment	(9,500,000)	(9,500,000)	(9,500,000)	(9,500,000)
	(341,510,875)	(272,397,402)	(268,606,656)	(114,901,000)
	(23,314,814)	109,594,872	178,577,890	233,802,996

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Report to: Overview and Scrutiny Committee

Date: 19 March 2021

Subject: **Mass Transit and Connectivity Infrastructure Plan**

Director: Alan Reiss, Policy, Strategy and Communications

Author(s): Steve Heckley, Policy Manager

1. Purpose of this report

- 1.1 To update Members on the West Yorkshire Combined Authority's work to-date and next steps to develop and deliver a Connectivity Infrastructure Plan and long-term pipeline of transport improvements, including a new form of Mass Transit for the region.

2. Information

Background

- 2.1 In 2017, the Combined Authority adopted the West Yorkshire Transport Strategy 2040, which sets out our policy framework for improving transport. Transport Strategy 2040 represents the statutory requirement placed on the Combined Authority to produce a Local Transport Plan. It was developed with the oversight of Transport Committee.
- 2.2 The Connectivity Infrastructure Plan is an extension of the Transport Strategy, setting out a delivery plan and long-term pipeline to 2040 of transport infrastructure improvements to improve connectivity for our region.
- 2.3 The technical work to develop the Connectivity Infrastructure Plan was also overseen by Transport Committee, and with the input of each of the five West Yorkshire partner councils. This work took place over a period of two years.
- 2.4 The current work is a starting point in the development of our connectivity pipeline. The Combined Authority meeting of 10 December 2020 endorsed the commencement of an initial stage of engagement on the Connectivity Infrastructure Plan and associated documents. This current engagement is hosted on the Combined Authority's website at:
<https://www.yourvoice.westyorks-ca.gov.uk/connectivity>

Context

- 2.5 A modern, integrated transport system is essential for an economy to flourish and communities to thrive. West Yorkshire is a significant economy but to fulfil its full potential as a major player in the Northern Powerhouse, and to support the decarbonisation of the economy, our region needs a transformation in its transport system, to one that is fit for the 21st Century.
- 2.6 Our cities and towns have out-grown our transport system. Our reliance on the car is damaging business, the environment and the health of residents. Our most disadvantaged communities, who have not benefited from car travel, suffer most from its impact. Our evidence is clear that continuing a “business as usual” approach to transport will not enable economic opportunities to be fully realised, or effective action to be taken to protect the environment and communities.
- 2.7 The Connectivity Infrastructure Plan sets out a long-term transport infrastructure investment programme for the next 20 years, providing a spatial picture of where improvements are most needed to stimulate inward investment and improve people’s quality of life, building on our key growth areas within the region. The Plan moves us away from traditional transport investments and deliberately focusses on a sustainable future in addressing three strategic challenges:
- COVID-19 - Recession and recovery
 - Connecting Everyone - Inclusive growth and the productivity gap
 - Climate change - Decarbonising transport
- 2.8 This plan 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 recent Spending Round confirmed Mayoral Combined Authorities would have access to an intracity transport settlement. It is important that plans are being developed now to make the best case for that funding in preparation for when further details are announced. The March 2021 Budget identified a £7.4m pot for West Yorkshire to support its pipeline development.

Scope

- 2.9 The Plan is an evidence led approach to identifying our connectivity challenges and solutions, consistently applied across the whole geography of West Yorkshire. The work drew on the partner councils’ Local Plans and also a bespoke, extensive programme of 24 corridor studies, involving all of the partners in a through, structured and analytical process of:
1. Identifying communities of greatest economic need.
 2. Creating a ‘Single Evidence Base’ - drawing on socio-economic demographics; anticipated land use changes including new employment growth zones and major housing opportunities; environmental and clean energy opportunities; known transport constraints and forecast changes to travel demand patterns and capacity.
 3. Identifying those key communities to connect.

4. Identifying the transport modes most likely to meet the needs of local communities;
 5. Identifying options for a proposed pipeline of future transport infrastructure improvements - sifted against criteria to consider their fit with the objectives.
- 2.10 Engagement on the development of the plan has been held with West Yorkshire Council Leaders and portfolio holders to gather feedback on the analysis of evidence and the identification of options for improving connectivity.
- 2.11 The plan has been developed with the guidance of the National Infrastructure Commission (NIC) and follows the approach set out in their 'Principles for effective urban infrastructure – Lessons learned' from the Next Steps for Cities programme, published in October 2020. The Combined Authority participated in this programme and is a case study in the NIC report.
- 2.12 The process described above has identified a set of options for improving transport infrastructure and connectivity to be delivered up to 2040. The plan covers bus, rail, cycling, walking, digital demand responsive transport and other innovative solutions and car, but central to the plan are our proposals for a new form of Mass Transit to provide the missing link in our transport system, bringing much needed capacity, quality and connectivity. The Connectivity Infrastructure Plan summarises our initial work and proposals for the individual modes of transport and how they can be better integrated to deliver convenient and attractive door-to-door journeys
- 2.13 The Connectivity Infrastructure Plan identifies investments in three programmes:
- A. Schemes for delivery by 2025
 - B. Strategic Priorities, for development and/or delivery by 2025
 - C. Options for delivery between 2026 - 2040
- 2.14 A set of appendices provide more detail of Programmes A and B. Programme A comprises investments to be mainly delivered by the Combined Authority working with its partner councils, from existing programmes which have committed funding to 2025 at the latest. Programmes B and C require funding.
- 2.15 A set of supporting documents provide more in-depth analysis and information around each individual mode. For example, the Mass Transit Vision 2020 document:
- Provides details on how Mass Transit can specifically address our connectivity challenges and support business growth;
 - Explains our initial identification of 9 areas where Mass Transit might operate, the design principles to be applied to creating those routes and integrating Mass Transit into our places and with other modes of transport, and the candidate Mass Transit technologies that might run on those routes.

Engagement on the Connectivity Infrastructure Plan

- 2.16 The purpose of the early engagement which commenced in January 2021 is to seek feedback on the work so far, to help inform the next stages of development.
- 2.17 The engagement on the Connectivity Infrastructure plan began on 27 January 2021 and runs to 11 April 2021. As is consistent with other engagements during the Covid-19 pandemic, engagement on the Connectivity Infrastructure Plan and associated documents will be mainly carried out digitally.
- 2.18 The engagement materials are hosted on the Your Voice pages of the Combined Authority's website at: <https://www.yourvoice.westyorks-ca.gov.uk/connectivity> - This page provides visitors with access to:
- **Video animation** - setting out our vision for transport in West Yorkshire;
 - **Key documents and the supporting evidence base** – see paragraph 2.19 and 2.20 below;
 - **Explanatory frequently asked questions (FAQs)** – to explain why we are publishing and engaging on our plans now, and address key themes identified through pre-engagement;
 - **Online survey questionnaire** – to seek early feedback on future investment priorities for Mass Transit, Bus, Rail, Walking and Cycling;
 - **Interactive map** - on which people can add their own suggestions of places to connect across West Yorkshire and identify concerns with the current transport network and ideas for improvement.

Key documents

- 2.19 The Connectivity Infrastructure Plan has been published alongside a number of other key documents:
- **Connectivity Infrastructure Plan** – This document provides an overview of our proposed approach and investment plans to better connecting places and communities. It is accompanied by:
 - Appendix 1 - details of Programme A: Schemes for delivery by 2025
 - Appendix 2 - details of Programme C: Options for delivery between 2026 - 2040
 - **West Yorkshire Mass Transit Vision** - This document identifies initial proposals for the shape of a mass transit network, potential routes and mass transit technologies;
 - **West Yorkshire Rail Vision** – This is the first product of a Rail Strategy, setting out West Yorkshire's ambition for the way in which the railway needs to serve the region. Feedback on the Rail Vision will help to develop the full Rail Strategy, translating the high-level objectives, outcomes, and outputs contained in the vision into interventions
 - **West Yorkshire Bus Network Review** – This is a strategic study of the core bus network published in 2020. It identifies present and future demand for the bus, and existing and new locations that could generate patronage growth, which has been used to identify options for supporting infrastructure requirements to make the bus competitive.

- **West Yorkshire Future Mobility Strategy** - This sets out ways to increase travel options through new forms of transport and better integration maximising new technologies – from autonomous cars to e-scooters, digital on-demand buses services, shared transport and integrated apps for accessing services, plus innovative ways of getting the goods into our town and city centres.

2.20 The evidence base for the plan consists of:

- **Case for Change Reports** - The evidence base for the Connectivity infrastructure plan includes ten Case for Change Reports that set out the analysis and findings from 24 Corridor studies investigating connectivity needs and issues. These studies were undertaken across the geography of West Yorkshire;
- **Local Cycling and Walking Infrastructure Plans (LCWIPS)** – The Combined Authority has started a process of locality-based studies to investigate and prioritise investments for walking and cycling. The first five reports are provided on the Connectivity Infrastructure Plan Your Voice webpage. The LCWIP approach is now being rolled out across West Yorkshire and many more similar reports will follow over coming months.

2.21 The Connectivity Infrastructure Plan engagement has purposefully used two discrete methods for capturing feedback. The online survey questionnaire is designed to provide both quantitative and qualitative feedback and provide respondents with the option to give detailed comments on the plans. The interactive map has been used as a simple, more accessible way of capturing feedback on areas to improve connectivity. The Combined Authority will emphasise the interactive map to audiences who may find this more accessible.

2.22 The Combined Authority has a stakeholder plan which is being used to tailor engagement approaches for different stakeholder and community groups on the material described above. The Combined Authority will monitor responses by district and characteristics during the engagement period so that further promotion of the engagement can be targeted as needed. Particular importance is attached to reaching seldom heard groups.

Impact of the launch

2.23 The publication of the Connectivity Infrastructure Plan and Mass Transit Vision 2040 on 27 January led to 60 pieces of media coverage.

2.24 All the main newspapers and websites covering our five partner council areas carried news of the publication along with Look North, Calendar, BBC and commercial radio, business media and transport trade press. The coverage was broadly supportive. Major themes from the coverage were:

- The scale of the ambition outlined;
- Routes to funding the proposals;
- Routes and timescales for delivery of the proposed mass transit system.

- 2.25 The early feedback on the plans through social media (such as twitter) has also been broadly positive. Illustrative twitter messages around the launch included:
- *“Done properly, this could indeed be transformational”*
 - *“Very positive news. West Yorkshire Combined Authority today launched plans for a mass transit scheme along 9 routes in West Yorkshire. It would serve major towns and cities and would be built in stages over 20 years. WYCA will now bid for a share of £4.2bn government money”*
 - *“We should have had an effective mass transit system in West Yorkshire years ago. The fact that we are still without one is testimony to the failure of over centralized government. It hardly helps our drive for economic growth.”*
- 2.26 As of mid-February 2021, the Connectivity Plan engagement had received:
- 4,000 webpage visits to the Your Voice webpage;
 - Multiple actions on the webpage i.e. visitors viewing multiple project pages, and/or downloading one or more of the key documents for review;
 - Completed survey responses are now starting to be received from all the West Yorkshire Districts and adjoining areas. An initial review of the quantitative sections of the survey shows a high level of agreement with the priorities that the Connectivity Plan has set out to address, the approach to investing in and joining up different modes of transport and the ambition outlined in the Mass Transit vision document;
 - Comments are being provided on the interactive map – with suggestions for walking & cycling accounting for nearly 50% of the comments.
- 2.27 The number of survey and interactive map respondents are expected to increase over the coming weeks as engagement activities are delivered.

Maximising engagement

- 2.28 A targeted digital campaign to promote the engagement is in development, which will be delivered across multiple social media channels. This will use paid, promoted, social media advertisements, and this will be further targeted to responses by district, age group and gender as appropriate.

Webinars

- 2.29 The Combined Authority is making arrangements for a series of webinar events to address particular themes of the Connectivity Infrastructure Plan. It is proposed that these are broadly based on the main modes of transport addressed by our plans, but shaped to provide a particular focus on what we are trying to achieve and the role of the particular mode(s) in addressing the key challenges of COVID-19 recession and recovery, inclusive growth and decarbonisation. The webinars would focus on the following themes:

Title	Modal focus	Themes to address
The opportunity for Mass Transit ¹	Mass Transit	WY Mass Transit Vision 2040
The role of Walking and Cycling in a strong, sustainable, inclusive economy	Walking and cycling	Health Air Quality Accessibility Inclusivity Economic benefits Decarbonisation
The role of Bus in a strong, sustainable, inclusive economy	Bus	Covid recovery Accessibility Inclusivity Economic benefits Decarbonisation
The role of Rail in a strong, sustainable, inclusive economy	Rail	Covid recovery Accessibility Inclusivity Economic benefits Decarbonisation
Integrating different modes for easy door-to-door journeys	All modes	Stations and hubs Services Ticketing products Future Mobility Digital connectivity
Meeting the transport decarbonisation challenge	All modes	Modelling outputs Targets Delivery Pathways

2.30 With the exception of the first webinar on Mass Transit to be held on 4 March 2021, the other dates are to be confirmed. The details of the schedule will be circulated to Transport Committee members in advance, and communicated via social media and to known contacts and distribution lists. The webinar events would be open to all. The expectation is that the events will be recorded and available for playback afterwards for anyone who is unable to attend.

2.31 The Connectivity Infrastructure Plan is a plan for decarbonising transport. It is intended that engagement on the Connectivity Infrastructure Plan links to the work of the Combined Authority and the partner councils on the West Yorkshire Carbon Reduction Emissions Pathways (CERP) study. The final webinar is therefore proposed to highlight the role of transport working alongside other sectors of the economy to deliver net zero carbon for West Yorkshire by our target date of 2038.

Engagement with West Yorkshire partner councils

2.32 The Combined Authority has the Connectivity Infrastructure Plan and Mass Transit Vision documents as the main featured item for discussion at the next

¹ An initial webinar is being held on 4 March to coincide with the Leeds Transport Strategy consultation, which is also on-going at present. A further West Yorkshire Mass Transit webinar is planned.

round of District Consultation Sub Committee meetings to be held in March. These take place on:

- 15 March - Leeds
- 16 March - Calderdale
- 18 March - Wakefield
- 22 March - Bradford
- 24 March - Kirklees

- 2.33 The Combined Authority has produced a briefing pack of engagement for each of the partner councils to promote the engagement within their own Districts and through their own channels.
- 2.34 The Combined Authority is looking to work with its partner councils to extend the reach of engagement to businesses, and seldom heard groups, particularly young people.

Engagement with West Yorkshire Members of Parliament (MPs)

- 2.35 The Chair of Transport Committee has written to all West Yorkshire MPs plus those from adjoining areas to introduce the Connectivity Infrastructure Plan and supporting documents. A briefing event for MPs is to be hosted on 11 March 2021.

Engagement with the business community

- 2.36 The Combined Authority had undertaken pre-launch engagement on the Connectivity Infrastructure Plan with the business community through Chambers of Commerce and the Local Enterprise Partnership (LEP).
- 2.37 Following the engagement launch reports have been made to the LEP Business Communications Group (BCG) meeting on 23 February and the LEP Board meeting of 24 February, to provide updates on the consultation launch, to disseminate the Your Voice web address and the engagement material and to seek input to the further tailoring of engagement material and events to business interests.
- 2.38 The feedback from the businesses is a desire for 1-to-1 meetings on request and a wider, web-based roundtable discussion. The planning for these events is underway.
- 2.39 The partner councils have also been asked to identify key business stakeholders for the Combined Authority and the partners to engage with.

Accessibility and reaching seldom heard groups

- 2.40 A short presentation of 10 minute duration is being provided for seldom heard groups to provide an accessible introduction to the plans, with further material, events and channels tailored to meet specific needs as identified.

- 2.41 The Combined Authority is planning two digital campaigns on social media. The first is a general campaign. The audience and performance of this first round of advertisements will be reviewed and the findings used to target and reach seldom heard groups using further paid advertisements. The Combined Authority Digital team will promote the next phase of advertisements to specific audiences, such as by gender, postcode, age and interests.
- 2.42 The postcode data of people who have already provided feedback via the survey or map will also be used to understand where response rates are low, and to inform and target social media and wider promotion to reach these groups and areas.
- 2.43 A key target audience is young people. Approximately 20% of the population of West Yorkshire is made up of young people aged 11–25 years. To ensure the views of this target group is heard and captured, it is proposed to host a series of specific engagement events in parallel to the wider activities carried out by the Combined Authority. The proposal is to host 5 to 10 events for young people, with one event in each of the five local authority areas that make up West Yorkshire, and further events held at a West Yorkshire level with specific demographic groups. The engagement will focus on the broad principles behind the connectivity proposals. The details are currently being finalised.

Next steps

- 2.44 The immediate next steps agreed by the Combined Authority are:
- January 2021 - April 2021: Public and stakeholder engagement
 - May - June 2021: Analysis of responses to the engagement
 - Summer 2021: Re-shape the plan's interventions and priorities following engagement feedback.
- 2.45 The Combined Authority is currently designing the process by which it and the partner councils will review the published long list of options for delivery for 2026-2040, including defining scheme details and estimating costs. The process going forwards will include further rounds of appraisal, with increasing technical rigour, to distil the published long list of options to a shorter list of preferred options and to inform sequencing for delivery.
- 2.46 Decisions on the re-shaping of the proposed programme will also consider government spending announcements in the March 2021 budget and any further developments for transport investment.
- 2.47 At this early stage we cannot identify detailed costs for the plan, but the scale of the investment would be in line with the National Infrastructure Commission's case for a significant uplift in spend for transport within towns and cities, which is in turn consistent with the scale proposed by TfN for investment in pan-northern connectivity of £60-70 billion (in current prices) over 30 years. The Combined Authority considers this an appropriate scale of investment to achieve its objectives for a sustainable and inclusive economy.

- 2.48 A Funding Framework will set out how the Combined Authority and partner councils will work with Government to design, develop, and deliver the plan over the coming decades.

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 The Connectivity Infrastructure Plan, Mass Transit Vision 2040 and associated documents are currently the subject of a public and stakeholder engagement, which commenced on 27 January 2021 and runs to 11 April 2021. The engagement materials are hosted on the Your Voice pages of the Combined Authority's website at: <https://www.yourvoice.westyorks-ca.gov.uk/connectivity>

7. Recommendations

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

8. Background Documents

West Yorkshire Connectivity Infrastructure Plan, West Yorkshire Mass Transit Vision 2040 and associated documents – accessed at:
<https://www.yourvoice.westyorks-ca.gov.uk/connectivity>



Report to: Overview and Scrutiny Committee

Date: 19 March 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 The review of scrutiny arrangements and resulting recommendation was submitted to Combined Authority members for consultation and the Combined Authority has now come to a decision on future scrutiny arrangements and structure. This is outlined in Item 5 of this committee's agenda ('Future Scrutiny Arrangements'). A follow up review of new scrutiny arrangements is planned next year.
- 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 November committee meeting. The Finances & Corporate working group current membership is: *Councillors Stephen Baines, Paul Davies, Peter Harrand, Olivia Rowley, Rosie Watson, and Geoff Winnard*.
- 2.13 Since the last committee meeting, the Finances & Corporate Working Group followed up on the draft budget discussed in the previous committee meeting in January.
- 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 4 February and 9 March 2021. The decision summary sheet of decisions taken at the last two Combined Authority meetings on 4 February and 9 March are available online at:
- <https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=133&MId=966&Ver=4>
 - <https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CId=133&MId=1070&Ver=4>
- 2.26 The next Combined Authority meeting is on 22 April 2021 during the pre-election 'purdah' period.
- 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 There have been no changes in membership since the last meeting.

Actions for the Scrutiny Officer

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

Future work programmes – 2021/22

- 2.30 As highlighted in Item 5 ('Future Scrutiny Arrangements') of this meeting's agenda, as of the annual meeting scheduled for 24 June 2021, the Combined Authority will appoint three thematic overview and scrutiny committees – Corporate, Economy and Transport.
- 2.31 At its next meeting on 21 May 2021, following development of the remits of the three new scrutiny committees, it is suggested that the Committee advise its successor committees on a draft work programme for 2021/22, in particular which outstanding topics and reviews be taken forward and revisited in future by which committee.

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

3. Financial Implications

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

4. Legal Implications

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

5. Staffing Implications

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

6. External Consultees

6.1 No external consultations have been undertaken.

7. Recommendations

7.1 That the work programme and agenda for the next meeting be noted or amended.

7.2 That any additional verbal updates from the Chair, working group leads and spokespersons be noted.

7.3 That the forward plan of upcoming key decisions be noted.

8. Background Documents

[Scrutiny Standing Orders](#)

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

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

9. Appendices

Appendix 1 – Scrutiny Work Programme 2020/21

Appendix 2 – Forward plan of key decisions from 1 March 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
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

11 March 2021

		4. To scrutinise the 2021/22 budget / business planning as well as corporate performance, programme delivery & KPIs	
19 March 2021	1. Future scrutiny arrangements 2. Mayoral devolution update 3. WY mass transit and connectivity 4. Budget, gainshare and corporate performance	1. To receive an update on what the Combined Authority decided for future scrutiny arrangements 2. To receive an update on mayoral combined authority preparations since the last meeting – including an update on elections 3. An overview of mass transit and connectivity plans for West Yorkshire going forward 4. 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 update 3. COVID-19 recovery and corporate performance monitoring	1. Approve annual report 2020/21 2. To receive an update on mayoral devolution since the election – including MCA ready update 3. To receive an overview of COVID-19 recovery efforts, corporate performance, programme delivery & KPIs	To be confirmed

Task and Finish groups

Name	Members	Objective and focus	Sessions
Governance & Scrutiny	<i>James Baker</i> <i>Dot Foster</i> <i>Peter Harrand</i> <i>Andrew Hollyer</i> <i>Yusra Hussain</i> <i>David Jones</i>	To scrutinise the development of new governance, decision-making, and scrutiny arrangements – including any matters relating to the Police & Crime Commissioner. To provide input into and/or make recommendations regarding: <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> <i>25 January 2021</i>
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Reviews

Topic	Objective	Status
77 Scrutiny arrangements	Provide input into and make recommendations regarding a new governance structure and new scrutiny arrangements.	Initial review completed and recommendation made (13 November 2020 meeting). Combined Authority has responded and made a decision regarding future scrutiny arrangements. Second review planned for next municipal year after new system has been implemented and in place for 6 months.
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.

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Forward Plan of Key Decisions from 1 March 2021

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
West Yorkshire Combined Authority					
City Connect - Steeton & Silsden Crossing	Approval for the scheme to proceed through decision point 3 (Outline Business Case).	West Yorkshire Combined Authority	24 Jun 2021	Director of Delivery	Robert Griffiths Robert.griffiths@westyorks-ca.gov.uk
Wakefield City Centre Package (Phase 2) - Ings Road	Approval for the scheme to progress through Activity 3 (Outline Business Case).r	West Yorkshire Combined Authority	24 Jun 2021	Director of Delivery	Robert Griffiths Robert.griffiths@westyorks-ca.gov.uk
Rail Parking Package - Outwood	Approval for the scheme to progress through Activity 3 (Outline Business Case).	West Yorkshire Combined Authority	24 Jun 2021	Director of Delivery	John Parkin John.Parkin@westyorks-ca.gov.uk
British Library for the North	Approval for the scheme to progress through Activity 2 (Strategic Outline Case)	West Yorkshire Combined Authority	24 Jun 2021	Director of Delivery	Elizabeth Courtney elizabeth.courtney@westyorks-ca.gov.uk
Transport Committee					
West Yorkshire & York Investment Committee					
Wakefield South East Gateway - Rutland Mills	Approval for the scheme to progress through decision	West Yorkshire and York	5 Nov 2020	Director of Delivery	Leanne Walsh

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
	point 5 (Full Business Case with Finalised Costs).	Investment Committee			
SIIF Pipeline (Project 1)	To consider and consequently approve a grant application for the Strategic Inward Investment Fund	West Yorkshire and York Investment Committee	3 Feb 2021	Director of Delivery	Craig Taylor craig.taylor@westyorks-ca.gov.uk
SIIF Pipeline (Project 2)	To consider and consequently approve a grant application for the Strategic Inward Investment Fund	West Yorkshire and York Investment Committee	3 Feb 2021	Director of Delivery	Craig Taylor craig.taylor@westyorks-ca.gov.uk
SIIF Pipeline (Project 3)	To consider and consequently approve a grant application for the Strategic Inward Investment Fund	West Yorkshire and York Investment Committee	3 Feb 2021	Director of Delivery	Craig Taylor craig.taylor@westyorks-ca.gov.uk
SIIF Pipeline (Project 4)	To consider and consequently approve a grant application for the Strategic Inward Investment Fund	West Yorkshire and York Investment Committee	3 Feb 2021	Director of Delivery	Craig Taylor craig.taylor@westyorks-ca.gov.uk
SIIF Pipeline (Project 6)	To consider and consequently approve a grant application for the Strategic Inward Investment	West Yorkshire and York Investment Committee	3 Feb 2021	Director of Delivery	Craig Taylor craig.taylor@westyorks-ca.gov.uk

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
	Fund				
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	4 Mar 2021	Director of Delivery	Patricia Davey patricia.davey@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
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: Business Growth Programme	Approval for the change request to allocate additional funding from the Getting Building Fund as match funding for the Business Growth Programme and extend the delivery programme	West Yorkshire and York Investment Committee	4 Mar 2021	Director of Delivery	Rob Tranmer rob.tranmer@westyorks-ca.gov.uk
Corridor Improvement Programme: Fink Hill, Leeds	Approval for the scheme to progress through Activity 4	West Yorkshire and York	4 Mar 2021	Director of Delivery	James Bennett james.bennett@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
York Central Access Road and Station Access Improvements	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	David Sheard david.sheard@westyorks-ca.gov.uk
82 Digital Boot Camp	<p>The retrospective approval, to accept and spend the funding for the Digital Skills pilot so that delivery can commence in line with government's delivery timeframes.</p> <p>To accept and spend additional funding for the Digital Skills Programme bid, subject to the successful outcome of the funding bid, so that delivery can commence in line with government's delivery timeframes.</p>	West Yorkshire and York Investment Committee	4 Mar 2021		Michelle Hunter michelle.hunter@westyorks-ca.gov.uk
Mirfield to Dewsbury to	Approval for the scheme to	West Yorkshire	7 Apr 2021	Director of	Caroline Coy

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
Leeds (M2D2L)	progress through Activity 3 (Outline Business Case)	and York Investment Committee		Delivery	caroline.coy@westyorks-ca.gov.uk
Getting Building Fund: Enterprise Zone - Parry Lane	Approval for the scheme to progress through Activity 5 (Full Business Case with finalised costs) and work commence on Activity 6 (Delivery).Ro	West Yorkshire and York Investment Committee	7 Apr 2021	Director of Delivery	Rob Tranmer rob.tranmer@westyorks-ca.gov.uk
Officer delegated decisions					
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
Corridor Improvement Programme - Dyneley Arms, Leeds	Approval for the scheme to progress through Activity 5 (Full Business Case with finalised costs)		26 Mar 2021		Andrew Norman andrew.norman@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		26 Mar 2021		Andrew Norman andrew.norman@westyorks-ca.gov.uk

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
	(Delivery).				
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)	West Yorkshire and York Investment Committee Managing Director	26 Mar 2021	Managing Director	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).		26 Mar 2021		Rob Tranmer rob.tranmer@westyorks-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).		26 Mar 2021		Rob Tranmer rob.tranmer@westyorks-ca.gov.uk
CTP: Integrated Corporate Systems	Approval to proceed through decision point 4 (full business case)		9 Apr 2021		Jonathan Sheard jonathan.sheard@westyorks-ca.gov.uk
Transforming Cities Fund: Leeds City Centre Cycle	Approval for the scheme to progress through Activity 5		9 Apr 2021		Vicky Dumbrell vicky.dumbrell@westyorks-

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
Improvements	(Full Business Case with finalised costs) and work commence on Activity 6 (Delivery).				ca.gov.uk
York Northern Outer Ring Road	Approval of Activity 3 (Outline Business Case) Change Request.		9 Apr 2021		David Sheard david.sheard@westyorks-ca.gov.uk
Contract Award for Full Service Legal Advice	To award and enter into a contract for the provision of Full Service Legal Advice to the Combined Authority.	Managing Director	9 Apr 2021		Jane Paddey jane.paddey@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).	Managing Director	21 Apr 2021		James Bennett james.bennett@westyorks-ca.gov.uk
Appointment of Consultants to provide business case support for the Corridor Improvement Programme and Transport Fund schemes.	Jacobs engineering was appointed as the consultant to provide business case support following a procurement exercise, tender reference CA1091. An RFD was approved on the 20th December 2019 and appointed Jacobs as framework supplier and with		Before 3 Jul 2021		James Bennett james.bennett@westyorks-ca.gov.uk

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
98	<p>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 element of the contract.</p> <p>The total value of the new Commission is not known, but it could be anywhere between the current</p>				

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
	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.				

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