



West Yorkshire Combined Authority (the Authority) Written record of an officer decision

Please forward this form to **Angie Shearon, Governance Services Manager** when completed, as soon as possible, but at the latest:

- for **Key Decisions** which may be called-in, **to be received by midday on the second working day after the decision is made**, and
- for any **other decision, within 5 working days.**

Publish promptly - **you cannot implement any Key Decision open for call-in until midday on the 6th day after it has been published as a written record of officer decision.**

Decision-maker <i>(post title of the officer with authority to take the decision)</i>	Caroline Allen, West Yorkshire Combined Authority, Head of Legal and Governance Services
Title <i>(For a Key Decision, this should be the same as the subject or title provided on the Key Decision Notice)</i>	To approve the update of the Leeds City Region Assurance Framework following amendments to the LEP geography.
Date decision taken	26 March 2020
Details of the decision (including any consultation carried out)	<p>To approve minor amendments made to the Leeds City Region Assurance Framework in consultation with the LEP Chair.</p> <ul style="list-style-type: none"> • Pgs. 5 and 12 – the date of the latest review added • Pg. 6 – LEP geography definition updated • Pg. 20 – description of the Economic Development Loans updated and footnote 12 added for clarification • Pg. 74 – the lower grant approval threshold for the Appraisal Advisory Group updated from £24,000 to £50,000, in line with the current practice. • Pg. 93 – the Glossary definition of the SUD updated • Title page updated and version control added in the footer. <p>The amendments are shown as tracked changes on the attached Appendix 1.</p> <p>Outcome of the consultation: The above changes were approved by the LEP Chair on 18 March 2020.</p>

FORM WRoD1 (1 January 2019 v1)

Reasons for the decision	To ensure that the Assurance Framework is updated in line with the requirements of the Strengthened Local Enterprise Partnerships report and the requirements of the National Local Growth Assurance Framework and that the Local Assurance Framework is up to date and fit for purpose.		
Any alternative option(s) considered and rejected	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	If yes, provide details:	
Is this a Key Decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	If yes, date notice of the Key Decision was published / whether an exception was relied on:	
Is the decision eligible for call-in by Scrutiny?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	If yes, start of call-in period (date of publication)	<i>(Governance Services to insert)</i>
		If yes, end of call-in period:	<i>(Governance Services to insert)</i>
If the decision is not eligible for call-in by Scrutiny but is a Key Decision, state why the decision is urgent	N/A		
Appendices attached to this written record <i>(List and identify any which contain confidential or exempt information)</i>	<i>Appendix 1 – Leeds City Region Assurance Framework with tracked changes</i>		
Background documents to be published with the written record <i>(List and identify any which contain confidential or exempt information)</i>	None		
Name of any Member who declared a conflict of interest in relation to the decision	None.		
Contact Officer <i>(for members of the public)</i>	Name: Julia Radianec		
	Post-title: Programme Development Manager		
	Telephone number: 0113 348 1804		
	E-mail: Julia.Radianec@westyorks-ca.gov.uk		
Authority for Decision			

FORM WRoD1 (1 January 2019 v1)

<p>The decision-maker was authorised to make the decision by:</p> <ul style="list-style-type: none">• the Combined Authority or a committee resolution, OR• the Officer Delegation Scheme, OR• the Officer Sub-Delegation Scheme	<p>The authority to make the delegated decision was granted under the Officer Delegation Scheme, i.e. to make any changes to the Leeds City Region Assurance Framework which are required:</p> <ul style="list-style-type: none">• as a result of legislative change or decisions of the Combined Authority,• to enable it to be kept up to date, or• for the purposes of clarification only. <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p><input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>
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West
Yorkshire
Combined
Authority

Working in
partnership
with the



Leeds City Region
Enterprise
Partnership



Assurance Framework

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Updated: 31 March 2020

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Executive summary

This Assurance Framework covers expenditure on projects and programmes funded by Government or local sources in the Leeds City Region. This includes funding received by the Combined Authority as the accountable body for the Leeds City Region Enterprise Partnership (the LEP), funding in respect of the Local Growth Fund, including Enterprise Zones, and a number of other funding streams.

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

The document is set out as follows:

Section 1 – Introduction (page 6 onwards)
<ul style="list-style-type: none">Background, scope and purpose of the Assurance Framework, strategic priorities and the Combined Authority's role as accountable body for the LEP
Section 2 – Decision-Making Arrangements (page 13 onwards)
<ul style="list-style-type: none">Governance and key decision-making of the LEP and Combined Authority as the accountable body for the LEP
Section 3 – Transparency and Accountability (page 21 onwards)
<ul style="list-style-type: none">Arrangements to ensure transparent decisions are taken, including the role of audit, scrutiny, whistleblowing and requests for information and data protection. Additionally the LEP diversity statement
Section 4 – Local Engagement and Partnership Working (page 29 onwards)
<ul style="list-style-type: none">Outline of the arrangements and methodologies for engaging with stakeholders, cross LEP working and collaboration
Section 5 – Approach to prioritisation (page 33 onwards)
<ul style="list-style-type: none">Processes used to identify schemes and methodologies used to prioritise scheme
Section 6 – Assurance around programme and project delivery (page 37 onwards)
<ul style="list-style-type: none">The Assurance process around project and programme delivery, including the approach to ensuring value for money
Section 7 – Monitoring and Benefits Realisation (page 57 onwards)
<ul style="list-style-type: none">Approach to monitoring and evaluation
Appendices of the Assurance Framework (page 63 onwards)
<ul style="list-style-type: none">Appendix 1 – Accountable body arrangementsAppendix 2 – Section 73 Chief Finance Officer – responsibility arrangementsAppendix 3 – Governance structuresAppendix 4 – Economic services: approval arrangementsAppendix 5 – Assurance process principles for ESIF Sustainable Urban Development (SUD) purposesAppendix 6 – Programme Appraisal Team (PAT) terms of referenceAppendix 7 – Strategic Assessment Review Group (SARG) terms of referenceAppendix 8 – Portfolio Management Group (PMG) terms of reference
Glossary (page 88 onwards)
<ul style="list-style-type: none">Short description of key terms

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This framework was reviewed by the LEP Board on 16 January 2020 and the Combined Authority on 6 February 2020. The framework was updated on 31 March 2020 to reflect the new LEP geography coming into effect on 31 March 2020. The Assurance Framework is compliant with the requirements set out in the National Local Growth Assurance Framework (2019) and Strengthened Local Enterprise Partnerships report (2018) and has been prepared in accordance with guidance issued by the Chartered Institute of Public Finance and Accountancy (CIPFA Principles for Section 151 Officers in Accountable Bodies).

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1. INTRODUCTION

1.1 The Leeds City Region Enterprise Partnership

The Leeds City Region Enterprise Partnership (the LEP) is the strategic body responsible for a significant amount of public funding to drive inclusive growth, increase prosperity and improve productivity in the Leeds City Region.

It is an autonomous business-led public-private local partnership, which brings together the private and public sectors from across the City Region to provide strategic leadership. The information about the current LEP geography can be found here. The LEP's formal geography is the districts of Bradford, Calderdale, Kirklees, Leeds and Wakefield. The Assurance Framework applies across all programmes and projects managed by the LEP and Combined Authority, some of which cover a broader geography than these districts.

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The LEP vision for the City Region is: **'to be a globally recognised economy where good growth delivers high levels of prosperity, jobs and quality of life for everyone'**.

The LEP focusses its activities on the following:

Strategy: setting and developing strategies which reflect the scale of our ambitions and priorities for the City Region. The current overarching strategy for the City Region is the SEP. However, during 2020 we will transition to an agile, long-term strategic framework called the Strategic Economic Framework (SEF). At the heart of this is the Local Industrial Strategy (LIS), which identifies local strengths and challenges, future opportunities and the interventions needed to boost productivity, earning power and competitiveness across the City Region. The SEF and LIS are supported by a full range of policies and strategies developed to enable the next stage of the region's economic transformation.

Allocation of funding: identifying and developing investment opportunities, prioritising the award of local growth funding; and monitoring and evaluating the impact of LEP activities to improve productivity across the local economy.

Co-ordination: using the LEP's convening power and bringing together partners from the private, public and third sectors.

Advocacy: collaborating with a wide range of local partners to act as an informed and independent voice for the City Region.

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

1.2 The West Yorkshire Combined Authority

The West Yorkshire Combined Authority (the Combined Authority) was established on 1 April 2014¹ to work alongside the LEP in relation to devolved local growth

¹ By the West Yorkshire Combined Authority Order 2014

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funding and responsibilities. It supports business growth through its transport, economic development and regeneration functions, investing in economic infrastructure, and through its role in creating quality places.

The area of the Combined Authority is that of its five constituent Councils, the West Yorkshire authorities of Bradford, Calderdale, Kirklees, Leeds and Wakefield. It is the local transport authority for West Yorkshire.

York is a non-constituent council of the Combined Authority, and also appoints a Member to the Combined Authority. There is also a LEP Member on the Combined Authority.

Further details about membership of the Combined Authority and its committees and panels are set out in Appendix 3.



1.3 The West Yorkshire Combined Authority's role as accountable body

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

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

As the accountable body, the Combined Authority is accountable to Government for complying with any conditions or requirements attached to funding allocated to LEP or to the Combined Authority in its own right.

Appendix 1 to this Assurance Framework sets out the accountable body arrangements which the LEP has agreed with the Combined Authority.

The statutory Section 73² **Chief Finance Officer** of the Combined Authority as accountable body, is responsible for overseeing the administration of the Combined

² Section 73 of the Local Government Act requires the Combined Authority to appoint an officer to be responsible for the proper administration of the authority's financial affairs. This role is carried out by the Combined Authority's Director of Corporate Services.

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Authority's financial affairs. This role is extended to include the financial affairs of the LEP.

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

Appendix 2 to this Assurance Framework sets out the responsibility arrangements for the Chief Finance Officer.

The Chief Finance Officer is required to formally report to the Ministry of Housing, Communities and Local Government (MHCLG) on an annual basis, confirming compliance with the Assurance Framework.

1.4 Links between the LEP and the West Yorkshire Combined Authority

There are a number of strong linkages between the LEP and the Combined Authority, notably:

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

These strong linkages between the LEP and the Combined Authority mean that by working together:

1. Partnership is deepened;
2. The collective voice of the region is stronger nationally and internationally;
3. Costs are minimised and efficiency is maximised;
4. It is easier and more efficient to produce joined up policy and delivery.

1.5 Scope of the Assurance Framework

This is the Assurance Framework for the Leeds City Region Enterprise Partnership and the Combined Authority. Agreeing and adopting a single Assurance Framework recognises that both the LEP and the Combined Authority seek to drive growth, through place-based and locally controlled policies and funds and reflects the close relationship between the LEP and the Combined Authority as its accountable body.

This Assurance Framework covers expenditure on projects and programmes funded by Government or local sources in the City Region. This includes funding received by the Combined Authority as the accountable body for LEP funding in respect of the Local Growth Fund and a number of other funding streams.

The rest of this Assurance Framework sets out arrangements adopted by the City Region in relation to:

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- governance and key decision-making arrangements (**Section 2**)
- transparency and accountability (**Section 3**)
- local engagement and partnership working (**Section 4**)
- approach to prioritisation (**Section 5**)
- the assurance around project and programme delivery, including ensuring value for money (**Section 6**)
- approach to monitoring and evaluation (**Section 7**).

1.6 Purpose of the Assurance Framework

The purpose of this Assurance Framework is to ensure that the necessary systems and processes are in place to manage funding effectively. This includes ensuring the successful delivery of SEP outcomes³ and funding programme outcomes, e.g. Local Growth Fund, Transforming Cities Fund, etc. During 2020 we will build on the SEP and transition to a Strategic Economic Framework. Successful delivery of this will also be covered by this assurance framework. Its focus is to ensure that necessary practices and standards are implemented to provide the Combined Authority (as the accountable body for the LEP), Government, the LEP and local partners with sufficient assurance that decisions over funding and the means by which these decisions are implemented are proper, transparent and deliver value for money.

The Seven Principles of Public Life (the Nolan principles)⁴ underpin this Assurance Framework to ensure that the LEP and the Combined Authority, their members and officers, are upholding the highest standards of conduct and ensuring robust stewardship of the resources they have at their disposal.

The Assurance Framework is one element of the Government's wider assurance systems. The Accountability System Statements for both Local Government and the Local Growth Fund (LGF), as outlined in the MHCLG Accounting Officer Systems Statement, set out other key mechanisms in relation to the City Region funding including:

- regular reporting to the government against agreed output metrics;
- an evaluation framework;
- annual performance conversations between the government and city regions.

The Assurance Framework is a key mechanism to ensure that robust systems and processes are in place to support the developing confidence in delegating funding from Government to the City Region.

The Assurance Framework is viewed as an essential part of good practice and of the development as a mature partnership that can increasingly be trusted by the public and by government to take its own investment decisions. The degree of flexibility in the Leeds City Region Growth Deal demonstrates that the City Region is one of those most trusted by government and it is intended that this Assurance Framework

³ The priorities of the SEP are: 1. Growing business, 2. Skilled people better jobs, 3. Clean energy and environmental resilience, 4. Infrastructure for growth.

⁴ These are selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

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keeps the LEP and Combined Authority at the leading edge in the approach to governance and appraisal.

1.7 Strategic Economic Framework (SEF)

Since 2016, the Strategic Economic Plan has set out the LEP's priorities for growth and development. To reflect the changing economy and future challenges, the LEP Board and Combined Authority have now decided to replace the SEP with a new, agile, long-term strategic framework, incorporating both the new Local Industrial Strategy (LIS), as well as a full range of policies and strategies, reflecting the scale of our ambitions and priorities for the City Region.

Building on the SEP, the Strategic Economic Framework (SEF) will provide the strategic framework for investment, including for the LIS and the future UK Shared Prosperity Fund, Industrial Strategy Challenge Fund, Sector Deals and Strength in Places Fund.

The aspiration the SEF needs to enable is that public spending in the North/City Region should re-orientate over time towards investment in economic enablers (infrastructure, human capital) and away from addressing the symptoms of structural weaknesses.

Ultimately, this will result in the City Region becoming a net contributor to the UK economy, alongside the priceless prize of people fulfilling their potential. Levelling-up outcomes will improve the quality of life and inject optimism and confidence into communities, some of whom have felt left-behind for generations. This requires long-term commitment and significant uplift in funding, as there will be a transitional period of both transformational investment and maintaining vital social protections.

The core design principles of the SEF are:

- an agile framework, with a focus on **tackling our priorities**:
 - **Boost productivity**, helping businesses to grow and bringing new investment into the region to drive economic growth and create jobs;
 - **Support clean growth**, growing our region's economy while also cutting CO2;
 - **Enable inclusive growth**, ensuring that economic growth leads to opportunities for all who live and work in our region;
 - **Deliver 21st century transport**, creating efficient transport infrastructure that makes it easier to get to work, do business and connect with each other.
- based on robust evidence, demonstrating a clear understanding of the key strengths, assets and challenges in City Region;
- flexibility to reflect the City Region's evolving policy remit, e.g. culture, and potentially new aspects of tackling disadvantage in health, early years and education;
- to ensure all Combined Authority and LEP strategies are aligned with a clear focus on tackling our priorities and delivering inclusive growth;
- to maximise our strategic assets and strengths e.g. our concentration of science, research and innovation assets, our globally competitive manufacturing sector and vibrant digital-tech sectors, including medical technologies; and

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- to place the City Region on the front-foot with an ambitious policy platform that improves competitiveness and ensures the benefits are shared fairly.

Our approach to the SEF is informed by:

- Open and collaborative policy making.
- Fostering an inclusive, place-based strategy where all communities contribute to, and benefit from, growth.
- Boosting earnings, testing local solutions with HMG to help tackle the productivity challenge.
- Accelerating infrastructure delivery and embedding resilience.

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

An outcome and indicator framework will sit alongside the SEF to regularly monitor success measures and ensure that impact is achieved. The indicators will cover all policy areas and will be used to inform programme and project level appraisal and evaluation frameworks.

We have a very clear view that successfully levelling-up the outcomes means:

- **Beginning to close the City Region’s productivity gap.**
- **More economic inclusion** – raising the employment rate to the level of the Greater South East would mean an extra 88,600 people employed in the City Region.
- **Higher pay for full-time workers** - 1 in 4 City Region jobs pay below the Living Wage Foundation’s living wage.
- **Better skills** - by closing the North/South gap, where 34% of working age people in the North are qualified to Level 4 compared to 45% in the Greater South East.
- **A more productive business base** – the productivity curve of City Region firms shows more firms with mid-to-low productivity, limiting their capacity to invest and improve workers’ pay and conditions.

It is envisaged that the Strategic Economic Framework, including the LIS, will replace the SEP from spring 2020. The Strategic Economic Plan (SEP) will remain in place until the SEF/LIS is formally adopted.

1.8 Reviewing, approving and publishing the Assurance Framework

The LEP and the Combined Authority review the Assurance Framework annually to ensure that it meets:

- the needs of local investors, partners and the wider public
- the standards set out in the National Local Growth Assurance Framework, [here](#)

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The review includes input from the Combined Authority's Overview and Scrutiny Committee.

The Assurance Framework was reviewed by the LEP Board on 16 January 2020 and by the Combined Authority on 6 February 2020.

The Framework complies with the standards set out in the revised National Assurance Framework (the National Local Growth Assurance Framework) issued by Government in January 2019. No further guidance has been issued since January 2019 to date. The Framework is also compliant with the requirements set out in the Strengthened Local Enterprise Partnerships report (2018) and has been prepared in accordance with the guidance issued by the Chartered Institute of Public Finance and Accountancy (CIPFA Principles for Section 151 Officers in Accountable Bodies).

The Assurance Framework is a 'live' document and may be subject to further revision and update to ensure that it remains fit for purpose. To this effect, the Assurance Framework was updated in August 2019, to reflect latest changes in internal processes, and in March 2020, to reflect the changes in the LEP geography coming into effect on 31 March 2020. For transparency, the Assurance Framework is published on the LEP and the West Yorkshire Combined Authority websites, together with supporting information.

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The Assurance Framework is reviewed annually and signed off by the LEP Board, the Combined Authority and the Section 73⁵ Chief Finance Officer by 28 February, in line with the requirements of the National Local Growth Assurance Framework (2019).

⁵ Appointed under Section 73 Local Government Act 1985

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2. DECISION-MAKING ARRANGEMENTS

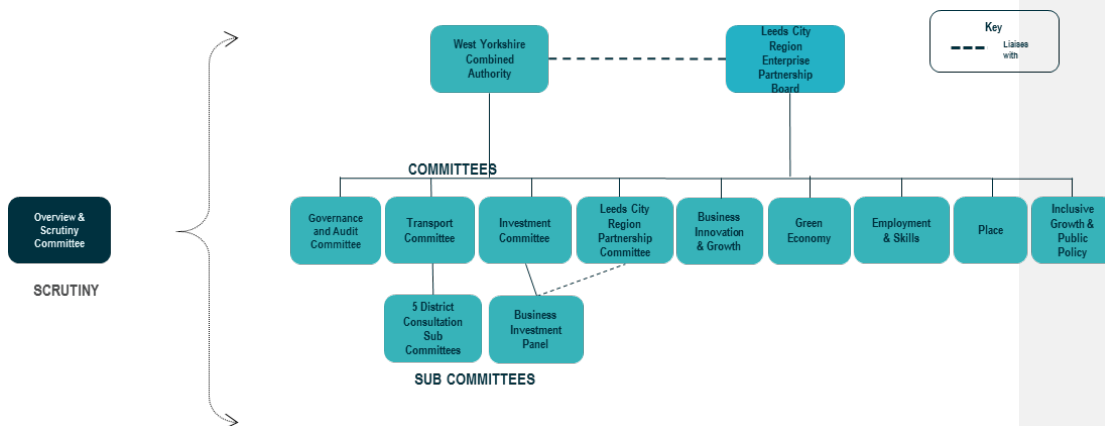
2.1 Introduction

As set out in Section 1, the principal decision-making bodies for the Leeds City Region are the Leeds City Region Enterprise Partnership (the LEP) and the West Yorkshire Combined Authority (the Combined Authority).

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

A structure chart of the LEP and Combined Authority is set out below in Figure 2.1:

Figure 2.1: Governance structure



The LEP Board

The LEP is responsible for setting strategic direction and will hold partners to account in the delivery of the strategic objectives. Responsibility for LEP decision-making rests with its LEP Board⁶, the decision-making forum for the LEP.

The LEP's Constitution can be found [here](#).

Key roles and responsibilities of the LEP Board include providing high quality leadership by:

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

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

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

Appendix 3 provides more information about the membership arrangements of the LEP Board.

The Combined Authority

As set out in Section 1, the Combined Authority is the accountable body for funding allocated to the LEP, as well as the publicly accountable decision-making body in respect of the Combined Authority's statutory functions.

Additional information on the Combined Authority's transparency and accountability arrangements is set out in Section 3, supplemented by Appendices 1, 2 and 3.

Appendix 3 provides information about the membership arrangements of the Combined Authority.

2.2 Substructures of the LEP and the Combined Authority

2.2.1 Advisory Panels

The following advisory panels appointed by the Combined Authority⁷ report to the LEP. Their focus is on policy development, including criteria for the allocation of LEP funding. Panels are usually chaired by a LEP Board representative.

⁷ These are advisory committees of the Combined Authority

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Table 2.1: Advisory Panels to the LEP and Combined Authority

<p>Business Investment Panel</p>	<p>This panel has a key role in the assurance process for the appraisal of business grants and loans in the City Region, advising the Investment Committee and the LEP Board in relation to economic development loans and grants.⁸</p> <p>The terms of reference, membership, meeting dates, agenda items and minutes of the Panel can be found here. An advisory sub-committee of the West Yorkshire and York Investment Committee (see below), this Panel has representatives from the private sector and local authorities, some of whom are members of the LEP Board.</p>
<p>Business Innovation and Growth Panel</p>	<p>This panel advises the LEP and the Combined Authority in relation to business growth, including business support, innovation, digital, trade, and inward investment. Made up of representatives from the private sector, universities, policymakers and delivery partners, this Panel ensures that work is driven by the needs of business.</p> <p>The terms of reference, membership, meeting dates, agenda items and minutes of the Panel can be found here.</p>
<p>Employment and Skills Panel</p>	<p>This Panel brings employers together with local authority representatives and skills providers. It carries out the role of Skills Advisory Panel for the LEP, and advises the LEP and the Combined Authority in relation to employment and skills within the City Region, for example, projects to address skills gaps in the City Region's key industry sectors and create local leadership that drives improvements in skills and employment. The panel's work is driven by the needs of employers and the City Region's economy.</p> <p>The terms of reference, membership, meeting dates, agenda items and minutes of the Panel can be found here.</p>
<p>Green Economy Panel</p>	<p>This Panel brings together local authority and private sector representatives in the City Region, to advise the LEP and the Combined Authority in relation to environmental sustainability and achieving a zero-carbon economy in the City Region.</p> <p>The terms of reference, membership, meeting dates, agenda items and minutes of the Panel can be found here.</p>
<p>Place Panel</p>	<p>Comprising local authority and private sector representatives, this Panel advises the LEP and the Combined Authority on promoting the quality of place in the City Region, including relation to housing growth, quality and regeneration, infrastructure planning, strategic</p>

⁸ A new loan fund is likely to be launched in 2020 which will require further review of governance arrangements.

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	land use and asset management, sustainable development and enterprise zones. The terms of reference, membership, meeting dates, agenda items and minutes of the Panel can be found here .
Inclusive Growth and Public Policy Panel	This Panel advises the LEP and the Combined Authority in relation to securing inclusive growth throughout the Leeds City Region. The terms of reference, membership, meeting dates, agenda items and minutes of the Panel can be found here .

2.2.2 Decision-making committees

The Combined Authority has also appointed the following decision-making committees.

Table 2.2: Decision-making committees

Transport Committee	<p>The Transport Committee has authority to progress schemes through the assurance process, as set out in section 2.3 below.</p> <p>In relation to transport-related investment, the Committee also has a specific role in liaising with the West Yorkshire and York Investment Committee to promote the strategic alignment of regional transport funding investment.</p> <p>More generally, in accordance with the policies and strategies set by the Combined Authority, the Transport Committee meets to consider matters relating to its statutory transport functions. The Committee also oversees, and has strategic oversight of, public transport revenue expenditure funded by the West Yorkshire transport levy.</p> <p>The terms of reference, membership of the Committee, the dates of future meetings and agenda items can be found here.</p>
West Yorkshire & York Investment Committee	<p>The West Yorkshire and York Investment Committee has authority to progress schemes through the assurance process, as set out in section 2.3 below.</p> <p>In relation to transport-related investment, the Committee also has a specific role in liaising with the Transport Committee to promote the strategic alignment of regional transport funding investment.</p> <p>The Committee is also authorised to advise the Combined Authority in relation to any function of the Combined Authority relating to economic development and transport-led regeneration. This includes advising on proposed funding submissions and reviewing the impact of schemes funded by the LEP and the Combined Authority.</p>

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<p>Overview and Scrutiny Committee</p>	<p>The terms of reference, membership, future meeting dates and agenda items of the Committee can be found here.</p>
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2.2.3 Other committees of the Combined Authority

The Combined Authority also has the following committees.

Table 2.3: Other committees of the Combined Authority

<p>Overview and Scrutiny Committee</p>	<p>This is a statutory committee of the Combined Authority which reviews and scrutinises decision-making by the LEP and by the Combined Authority (including in its role as accountable body for the LEP). See further section 3.8 for more detail.</p> <p>The terms of reference, membership, meeting dates, agenda items and minutes of the Committee can be found here.</p>
<p>Governance and Audit Committee</p>	<p>This committee fulfils the Combined Authority's statutory requirement to appoint an audit committee. It also carries out functions relating to promoting standards of conduct. See further section 3.7</p> <p>The terms of reference, membership, meeting dates, agenda items and minutes of the Committee can be found here.</p>
<p>Leeds City Region Partnership Committee</p>	<p>This committee provides a forum to bring together local authority representatives from all of the Leeds City Region authorities, to facilitate direct collective engagement with the Combined Authority, as the LEP's accountable body.</p> <p>The Committee advises the Combined Authority in relation to its role as accountable body. It also acts as a consultative forum on any matter referred to it by the Combined Authority, which may include matters raised by local authorities not represented on the Combined Authority, or by the LEP Board.</p> <p>The terms of reference, membership, meeting dates and agenda items of the Committee can be found here.</p>

2.2.4 Business Communications Group

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

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The Chair of BCG is the identified LEP Board member to represent the SME business community. See further section 4.1 for more detail.

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

2.3 Investment Decisions – progress through the assurance process

All investment decisions are made by reference to:

- the SEP (until superseded by the SEF and the ambitions of the Local Industrial Strategy in Spring 2020);
- statutory requirements;
- any grant conditions attached to funding;
- local transport objectives
- funding programme objectives;

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

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

Section 6.2 sets out in detail the assurance process for schemes, and the decision points that take place at the end of each activity. These are summarised in Figure 2.2 below:

Figure 2.2: Overview of the assurance process



Subject to the exceptions outlined above, **all programmes and projects require approval from the Combined Authority at Decision Point 2 (Strategic Outline Case (SOC))**, in order to proceed to Stage 2 (Development). Where a programme is approved at Decision Point 2, all projects within that programme also require approval from the Combined Authority at Decision Point 3 (Outline Business Case).

The Combined Authority also sets a bespoke approval pathway and approval route to be followed at all subsequent decision points in the assurance process for each scheme, see further information in section 6.3.7. In setting the bespoke approval pathway, the Combined Authority will take into account recommendations from the West Yorkshire and York Investment Committee, who consider in detail the size/scale/sensitivity/risks (i.e. the tolerances) around each specific scheme.

A bespoke approval pathway may delegate decisions to the Transport Committee, the West Yorkshire and York Investment Committee, or to the Combined Authority's Managing Director, subject to any scheme staying within agreed tolerances.

Possible options include:

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- a scheme must be considered and gain the approval of the Combined Authority at each decision point during its development; or
- a scheme's approvals at subsequent decision points may be delegated to the West Yorkshire and York Investment Committee and/or the Managing Director, subject to scheme tolerances set at decision point 2 (SOC); or
- a scheme's approvals at subsequent decision points may be delegated to the Managing Director, provided that the project remains within scheme tolerances set at decision point 2 (SOC); or
- a scheme's approvals may be delegated to the Managing Director up to an identified decision point, at which point, the scheme should be referred back to the West Yorkshire and York Investment Committee and/or the Combined Authority for review or approval.

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

Before taking any funding decision, a decision-maker needs to be satisfied that the Assurance Framework has been complied with. The Combined Authority's Programme Appraisal Team (PAT) has a key role in ensuring compliance with the Assurance Framework, see further Section 6.3.5 below.

The specific decision-making authority of the Transport Committee and the West Yorkshire and York Investment Committee in relation to progressing schemes under the Assurance Framework are as follows:

Table 2.4: Decision-making authority of the Transport Committee and West Yorkshire and York Investment Committee

Transport Committee	The Committee has authority to approve individual schemes within the Integrated Transport Block of the Capital Programme, up to a maximum cost of £3 million. (For schemes over £3 million, approval is given by the Combined Authority).
West Yorkshire & York Investment Committee	The Committee has authority to make any decision to progress a scheme ⁹ under the Assurance Framework ¹⁰ in accordance with any bespoke approval pathway and approval route for the scheme ¹¹ , as delegated by the Combined Authority.

Any investment decision taken by the Managing Director under delegated authority, is usually taken in consultation with the Combined Authority's Senior Leadership

⁹ Including determining change requests

¹⁰ After decision point 2 (SOC) only

¹¹ With the exception of those cases where the decision would result in a revised financial approval which exceeded the cumulative total of the financial approval and tolerance threshold agreed by the Combined Authority at decision point 2 (SOC), or decision point 3 (OBC) by more than 25%, in which case the decision must be taken by the Combined Authority.

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Team. The Managing Director reports their delegated decisions to the West Yorkshire and York Investment Committee.

2.4 Growth Service, Economic Development Loans and Business Grants

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

Table 2.5: Growth Service, Economic Development and Business Grants

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

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

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~~Using a framework set out by the LEP, decisions are taken about entering into economic development loans for the Growing Places Fund, following consideration of the recommendations made by the **Business Investment Panel** (which has public and private sector representatives) and the **West Yorkshire and York Investment Committee**. The Combined Authority approves projects and the loan amount in principle and the Managing Director under their delegated authority finalises and approves the details, following appropriate due diligence. If there is an objection or issue in relation to an application, the Managing Director refers the application back to the Combined Authority for further consideration. The Managing Director reports decisions on loans and grants made under delegated authority to subsequent Combined Authority meetings.~~

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

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3. TRANSPARENCY AND ACCOUNTABILITY

3.1 Transparency

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

The Combined Authority designates a statutory **Monitoring Officer** who is responsible for ensuring that decisions conform to the relevant legislation and regulation¹³. This role is carried out by the Combined Authority's Head of Legal and Governance Services, who is responsible for providing legal advice to the LEP and the Combined Authority. A key part of the Monitoring Officer's role is ensuring that the legal responsibilities of the Combined Authority as accountable body in relation to ensuring the transparency provisions are met, as set out below.

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

3.2 Meetings

Agendas, reports and minutes of **the LEP Board** are published on the Combined Authority's website, which is accessible from the LEP website, as well as details on our strategies and information relating to progress on delivery of all programmes. Agendas and reports (except any information which is confidential or exempt) are published five clear days before a LEP Board meeting in accordance with the LEP Board's Procedure Rules and the Access to Information Annex which can be found [here](#).¹⁴

These Rules also set out more detail on decision-making, including quorum arrangements for meetings of the LEP Board. All meetings of the LEP Board are open to the public, (including the LEP's annual meeting), except to the extent that the public are excluded in relation to confidential or exempt information in accordance with the LEP Board's Procedure Rules and the Access to Information Annex.

Minutes of each meeting are published in draft within ten clear working days of a meeting taking place. The final minutes are published within ten clear working days of being approved.

A process for the LEP Chair to take urgent decisions outside of LEP Board meetings is set out in the LEP Constitution [here](#). This provides for any such decision to be

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

¹⁴ The Cities and Local Growth Area Lead has an open invitation to attend meetings as an observer.

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reported to the next meeting of the LEP Board and recorded and published in the minutes of that meeting. This power may be exercised, for example, to approve amendments to LEP governance documents, in order to comply with government requirements.

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

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

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

3.3 Diversity Statement

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

3.4 Requests for information and Data Protection

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

The Combined Authority also deals with any requests for information from the LEP on its behalf, in accordance with the same procedures. Further information on the

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Combined Authority's Freedom of Information/Environmental Information Regulations & Transparency Policy can be found [here](#).

The Combined Authority is subject to the General Data Protection Regulation and Data Protection Act 2018 and must by law appoint a Data Protection Officer (DPO). The DPO¹⁵ assists the Combined Authority on the monitoring of compliance with the data protection legislation, advises on data protection obligations, provides advice regarding Data Protection Impact Assessments and is the contact point for data subjects and the supervisory authority.

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

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

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

3.5 Information about business cases

An overview of all scheme business cases and evaluation reports are published on the Combined Authority website.

Summaries of business cases to be considered by the West Yorkshire and York Investment Committee as part of the assurance process (See Sections 5 and 6) are published electronically ahead of meetings. There are exceptions to this rule in respect of commercial confidentiality.

Following approval at key decision point 2, or decision point 3 where part of a programme, links to the business case summaries for all projects can be found on the Combined Authority's project pages [here](#). These project pages now also include links to relevant news articles.

3.6 Use of resources and accounts

The use of resources by the Combined Authority are subject to the usual local authority checks and balances, including the financial duties and rules which require councils to act prudently in spending. These are overseen by the Combined Authority's Section 73 Chief Finance Officer¹⁶, its Director of Corporate Services. This post has statutory responsibility to administer the Combined Authority's financial affairs and is responsible for ensuring that funding is used legally and appropriately. The Section 73 Chief Finance Officer's role extends to the LEP - see further Section 1.3 above and Appendix 2. All reports to the LEP Board must include any written advice on the matter provided by the Combined Authority's Section 73 Chief Finance Officer and Monitoring Officer.

The Combined Authority has clear accounting processes in place to ensure that all funding sources are accounted for separately and that funds can only be used in

¹⁵ The DPO sits within the Combined Authority's Legal and Governance Services team

¹⁶ Appointed under Section 73 of the Local Government Act 1985

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accordance with formal approvals made under the LEP and Combined Authority decision making arrangements.

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

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

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

3.7 Audit

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

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

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

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

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

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

The Combined Authority's **internal audit** function carries out independent and objective appraisals of relevant systems and processes, including ensuring that effective procedures are in place to investigate promptly any alleged fraud or irregularity. The Combined Authority's internal auditors provide assurances to the

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Combined Authority (through its Governance and Audit Committee, the Section 73 Chief Finance Officer) and to the LEP.

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

3.8 Scrutiny

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

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

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

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

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

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

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

The Overview and Scrutiny Committee has a specific power, in accordance with its Scrutiny Standing Orders, to "call in" decisions¹⁷ for further scrutiny after they are made. If the threshold of five scrutiny members, with at least two from different local authority areas, is met the Committee may instruct that the implementation of a decision be deferred while post-decision scrutiny takes place and make recommendations to the decision maker.

Following the publication of new statutory scrutiny guidance by the Government on 7 May 2019, the Committee began an internal review of the effectiveness of current scrutiny arrangements in order to strengthen its role in undertaking pre-decision scrutiny of impending project approvals and projects in delivery.

¹⁷ Including investment decisions at decision point 2 of the assurance process.

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To support pre-decision scrutiny, officers maintain a forward plan of projects in development and anticipated timescales and decision-point milestones which is available to scrutiny members to review periodically on request.

Following the technical appraisal of business cases by case officers and subsequent consideration by the Programme Appraisal Team (PAT), officers ensure that the relevant documents, information and analysis relating to each project can be made available to scrutiny members on request.

Schemes might be selected for further scrutiny based on a sectoral mix around cost, risk, complexity, aimed benefits or strategic value – as determined by the Committee's priorities and work programme. Scrutiny members are able to look closer at a particular project or selection of projects.

Officers support scrutiny members to have the opportunity to review projects, raise any concerns and ensure comments are reported and brought to the attention of decision-making committees and officers prior to the approval and progression of projects through decision points.

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

3.9 Code of Conduct and Managing Conflicts of Interest

The LEP Board

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

- 1) Selflessness
- 2) Integrity
- 3) Objectivity
- 4) Accountability
- 5) Openness
- 6) Honesty
- 7) Leadership

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

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

A register of the interests disclosed by each LEP Board member is accessible from the LEP website and published on the Combined Authority website. The Code sets out comprehensive requirements in relation to declaring interests at meetings, and

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the circumstances in which a conflict of interest will preclude a LEP Board member from participating in decision-making.

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

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

The Combined Authority

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

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

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

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

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

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

Conflicts of Interest Policy

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

Officers

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

Senior officers and other officers involved in advising on LEP decisions are also required to complete and keep under review a separate LEP Officer register of

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interests. The register of the LEP's Chief Executive Officer is published on the LEP website [here](#).

3.10 Complaints and whistleblowing

Complaints procedures and whistleblowing policies are in place, to promote accountability.

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

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

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

3.11 Resources and capabilities

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

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

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

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

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4. LOCAL ENGAGEMENT AND PARTNERSHIP WORKING

4.1 Local Engagement

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

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

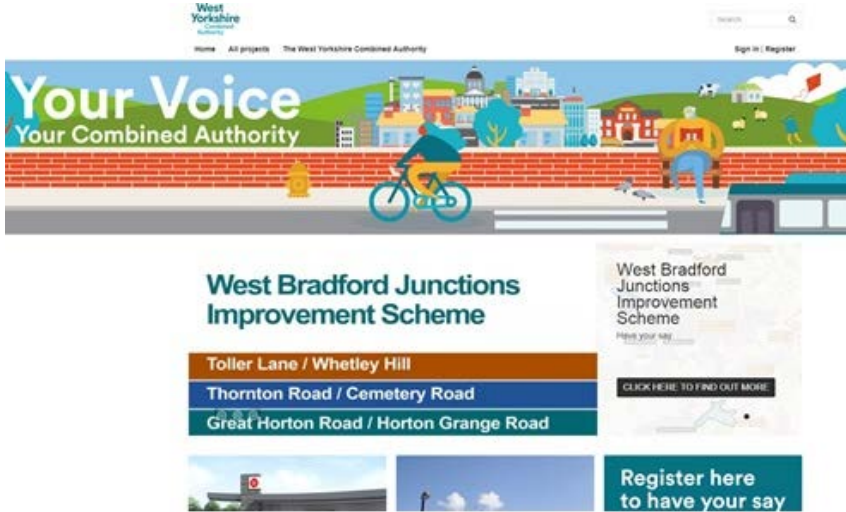
Engagement with stakeholders and the wider public is as inclusive as possible, using the following principles:

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

To support any face-to-face engagement, a digital engagement hub ([yourvoice](#)) has been developed that enables information to be shared and feedback sourced electronically in a more interactive way. Tools available to use include surveys, Q&A, mapping, polls, forums, guest books, newsfeed, ideas and stories. A screen shot of the Your Voice web page can be seen in Figure 4.1 below.

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Figure 4.1: Your Voice website page



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

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

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

4.2 Arrangements for collaborative cross-LEP working

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

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

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

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

4.3 How growth priorities are supported by collaboration and joint delivery

The Combined Authority works collaboratively with a range of partners. Some examples of this are provided below.

The LEP delivery of **Skills Capital** allows for greater coherence and understanding in the way that further education providers across the City Region are aligning curriculum offers to reflect the skills requirements set out in the City Region SEP and skills strategy. The Employment & Skills Panel (see Table 2.1 for further information about this Panel) review conditions for the grant programme to address gaps in skills provision and to hold an overview of future revenue allocations. Collaboration with partners supports the understanding of employment opportunities in the region to maximise Gross Value Added (GVA). It encourages improved collaboration between colleges and employers so that new curriculums are more aligned to employer needs.

LEP Growth Service is a 'hub and spoke' collaboration with local authorities, universities and private sector business support organisations.

The Combined Authority's **transport strategy and policy teams**, working closely with partner councils, Network Rail and Highways England, operate and run a

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strategic Land-Use Transport Interaction (LUTI) model which can forecast evidence to support the impacts of investment priorities on employment, housing and GVA. These models are also used to test investment projects and programmes to help sift into priorities and inform their strategic business cases. They are particularly helpful in understanding cross-boundary implications of investment and transport policies.

The **Growth Funded housing and regeneration programme** is developed jointly with public sector partners. Proposals are put forward by either local authorities or organisations working closely with the Combined Authority's strategic partners. These proposals are developed into business cases through close collaboration with the Combined Authority and in some cases joint due diligence with other agencies. In many instances projects may have multiple funding streams, with some of these coming from the public sector. When this occurs, a joint approach towards delivery is developed whenever possible. The Place Panel, including representatives from local authorities, private sector representatives, Homes England (previously Homes and Communities Agency) and the National Housing Federation, brings together organisations with a common interest in delivering infrastructure, homes and jobs and makes recommendations to ensure a strategic approach to the delivery of these outputs, especially where this involves the use of public sector assets.

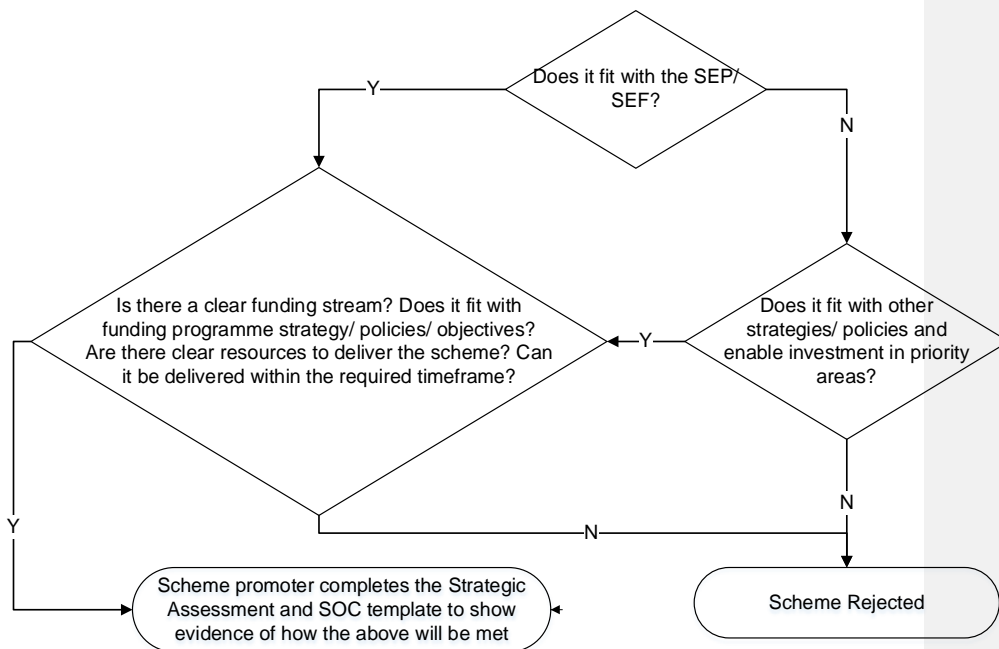
5. APPROACH TO PRIORITISATION

5.1 Introduction

The approach for identifying and prioritising those programmes and projects that are most likely to provide value for money, maximise economic benefits and deliver against the Leeds City Region SEP's vision and strategic priorities, is set out in the following sections.

5.2 Identifying candidate schemes

Local partners, the Policy, Strategy & Communications and Delivery Directorates and the LEP will largely be responsible for identifying and developing candidate schemes for inclusion in the project process. To assist the identification of schemes, a number of guiding principles are used:



Scheme promoters are required to submit evidence on standard West Yorkshire Combined Authority Business Case templates which have been designed in line with HM Treasury five cases guidelines and designed to capture evidence relating to the guiding principles above.

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Calls for proposals

Other avenues for potential schemes to access funding opportunities from the LEP/the Combined Authority could be through funding competitions with specified deadlines for submissions as well as open calls where the LEP/the Combined Authority will be seeking ongoing Business Case submissions from scheme promoters.

5.3 Methodology for prioritising investment

Once schemes have been identified, the prioritisation of schemes to enter the process (at Stage 1) is then critical to the creation of a focused programme of investment aligned with the long term ambitions for the city region as set out in the SEP, which, as detailed above, will transition during 2020 to the SEF.

When comparing schemes for prioritisation, they are considered in the context of creating a balance between projects within a programme, in relation to funding opportunities and bids that come forward.

In order to facilitate the prioritisation of schemes in an objective, consistent and transparent way, they are compared on the basis of their potential to deliver on the criteria they were originally identified on, as well as their ability to offer value for money.

5.3.1 Assessment criteria

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

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

The following assessment criteria are used:

- fit with the strategic objectives detailed in the SEP or SEF
- fit with the funding stream objectives
- clear evidence of the rationale and need (or demand) for the project
- the additional GVA and employment impacts as well as the wider benefits, at the City Region level
- contributes to 'good growth' aspirations. This will also now include inclusive and clean growth objectives
- clearly defined inputs, activities, outputs, and anticipated outcomes and an assessment of additionality of benefits

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- proposed delivery timescales
- confirmation that the investment represents value for money and is the preferred option
- clear detail of the financial costs of the proposal and evidence of the need for the LEP/the Combined Authority support and availability of match funding
- the project is deliverable, has robust risk management, delivery and monitoring and evaluation arrangements

Preference will be given to those schemes that:

- deliver 'high' value for money (e.g. a benefit: cost ratio or other appropriate value for money (VfM) benchmarks that meets established guidance for the project type being assessed)
- offer the potential to generate a return
- maximise private sector and other public sector investment

It should be noted that there will also be cases when the Combined Authority approves schemes where there is a lower value for money case. This could be where there are convincing wider economic and environmental impacts, where a scheme meets our overarching priorities, or the scheme is part of programme that has a high overall value for money. There may also be instances where there is a need to invest quickly in conjunction with significant levels of private sector leverage, in order to unlock a major development, or where social value is sought to be maximised (e.g. through the West Yorkshire Plus Transport Fund programme). On occasions projects offering high VfM as well as high risks may be taken forward within the context of a portfolio that has an overall balance of risk.

5.3.2 Tools for estimating economic and wider benefits

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

Net additional economic output measured by Gross Value Added (GVA) per pound invested is one of the measures that are used as a metric for determining whether a project delivers value for money. Other measures of value for money will be used where necessary to provide more information on the richness and scale of the potential impact of projects. Such measures include the Benefit: Cost ratio, total cost per job and total GVA per job.

In order to assess GVA and jobs growth, as well as wider economic benefits, both quantitative and qualitative assessment will be required. The LEP/Combined Authority will take into consideration the broader strategic value of proposals, particularly with regard to their potential to deliver increased GVA impact, as well as carbon and wider social benefits (e.g. contribution to the good growth principles), in finally determining whether to approve a scheme.

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A range of tools and models will be used to help estimate the wider economic impact of scheme proposals in order to facilitate the prioritisation and decision-making process. These currently include:

- **Bespoke transport models** – will be developed and used for transport schemes to establish forecasts of the impacts of interventions.
- **The Regional Econometric Model (REM)** - will be used on non-transport schemes to help determine their net additional employment and net additional GVA impact.
- **The Urban Dynamic Model (UDM)** – will be used for transport schemes to understand how employment and GVA growth could be constrained without the proposed transport intervention(s). The work undertaken by Transport for the North (TfN), and the sharing of methodologies and best practice, are also important in this area
- **Skills Value Model** – An in-house approach has been developed to quantify the impact of skills interventions. The approach allows the estimation of potential increase in earnings attributable to acquiring a new qualification.

The Combined Authority are now in the process of procuring expert advice to frame and develop a robust quantifiable methodology for assessing all new scheme's predicted carbon emissions / wider clean growth impacts, building on the recent work to strengthen how clean growth and climate change impacts are considered as part of all new schemes that come through the Combined Authority's Assurance Framework (Decision point 1 and 2). This will include a review of all existing Combined Authority schemes and additional resource to support the development and implementation of the new assessments.

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

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

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6. ASSURANCE AROUND PROGRAMME & PROJECT DELIVERY

6.1 Introduction

This section sets out how the assurance process is used in the development and delivery of all LEP/West Yorkshire Combined Authority projects and programme investments.

6.2 Assurance process

The assurance process (set out in Figure 6.1) is a three-stage system for project control to deliver value for money in a transparent and accountable way.

Figure 6.1: Overview of the assurance process



It has been designed to take all schemes through their project/programme lifecycle and provides a practical 'step-by-step' framework to aid the development of business cases, to ensure successful delivery and monitoring and evaluation for making key decisions. The assurance process is both scalable and proportionate and offers a structured process for appraising, developing, planning, delivering and evaluation that is in line with HM Treasury guidance to deliver best public value.

The assurance process is used by the following:

- **project promoters:** it provides a pathway to allow promoters to develop proposals in a way that will give them the best chance of success
- **decision-makers:** it is a framework to provide the information they need to take investment decisions and to prioritise between different proposals in a clear and transparent manner
- **partners and the wider public:** to give confidence that there is a clear and transparent framework to appraise and prioritise schemes and to take investment decisions

An important feature of the assurance process is its flexibility in that it can be adapted to the specific nature, scale and scope of the project and/or programme. For example, it offers the potential for accelerated decision-making by allowing small scale, less expensive projects to move quickly through the decision points described below.

Programmes that are comprised of multiple projects for their delivery may also be subject to accelerated decision-making. In these instances, the assessment of the cost and benefit information may be at a high level with the programme level business case providing the strategic context for subsequent investments (projects). Following approval to fund the programme, the projects comprising the programme

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must be subject to individual business cases. The programme must be approved at decision point 2 (Strategic Outline Case - SOC) before any projects can proceed through the next stages of the assurance process.

Overview of the assurance process

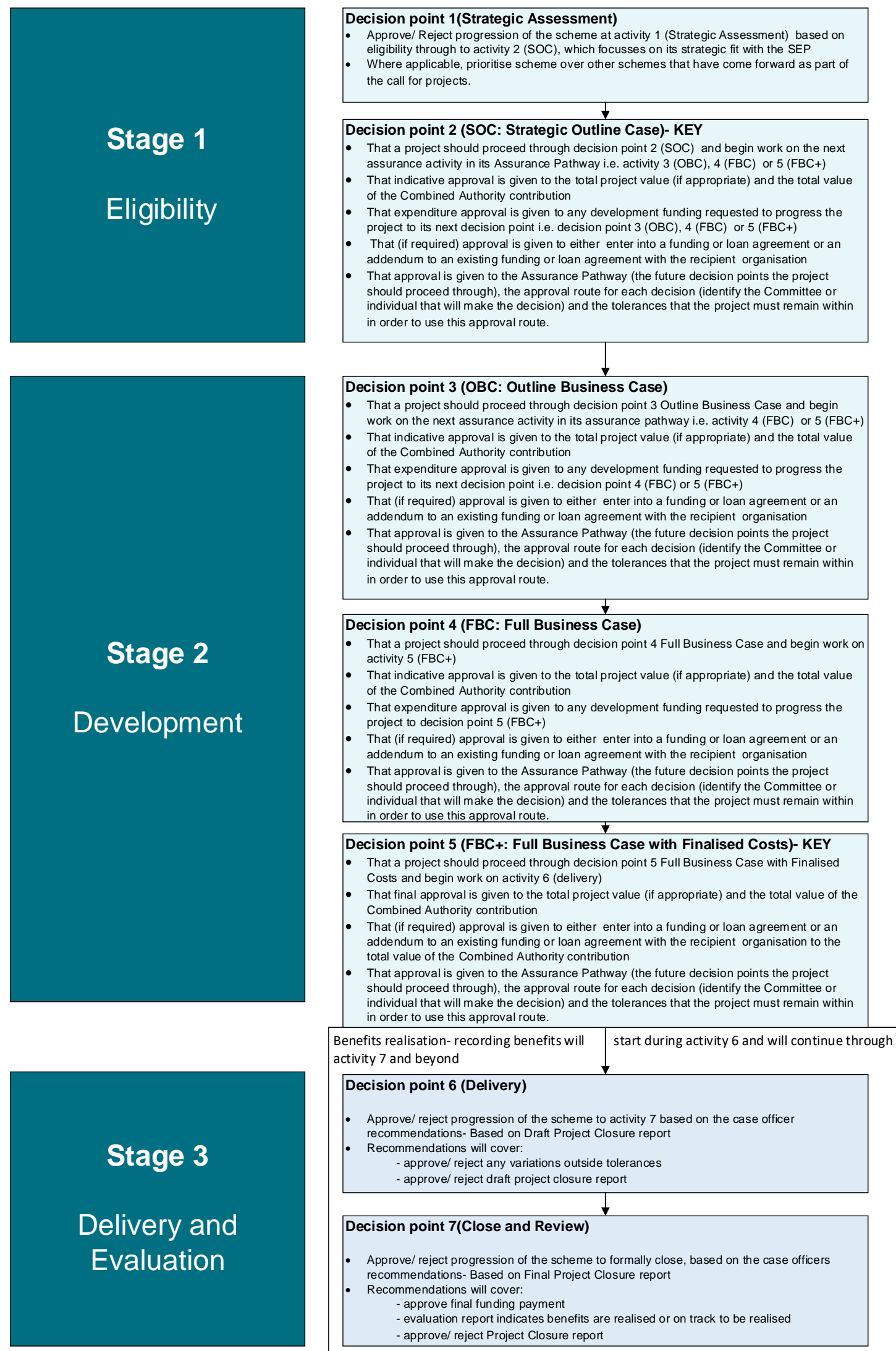
Under each stage outlined above there are a series of activities (7 in total) that need to be carried out in order to progress each scheme. Whilst there are seven possible activities, not all would apply to all schemes and the process and intensity of appraisal applied can be tailored for each scheme depending on its type, scale and complexity, with the appropriate activities applied (e.g. not all schemes will be required to complete an outline business case (decision point 3); they could proceed straight to full business case (FBC), decision point 4).

Benefits realisation is considered to be something that runs through all of stage 3 (Delivery and Evaluation). Scheme promoters should gather baseline information and be starting to capture benefits as soon as the scheme is being delivered in activity 6 (Delivery), and this will continue through scheme closure and beyond.

At the end of each activity, a scheme is required to go through a decision point. It is here where a scheme is appraised against the HM Treasury 'five cases model'¹⁸. As such, project sponsors must demonstrate that a robust, accurate and compelling business case exists at each stage of the process (subject to the assurance pathway and approval route as recommended by the Combined Authority's Programme Appraisal Team (PAT). All schemes must be approved by the Combined Authority at decision point 2 (SOC). Subject to the exceptions, such as small grant programmes, for example, business growth grants and loans, where alternative arrangements are in place, all programmes and projects require approval from the Combined Authority at Decision Point 2 (Strategic Outline Case (SOC), in order to proceed to Stage 2: Development. Where a programme is approved at Decision Point 2, all projects within that programme also require approval from the Combined Authority at Decision Point 3 (Outline Business Case). Further information can be found in Figure 6.2.

¹⁸ The HM Treasury "five cases model" includes the Strategic, Commercial, Economic, Financial and Management cases.

Figure 6.2: The assurance process- This applies to all LEP and Combined Authority funded schemes



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6.3 Business case requirements at each stage of the assurance process

A key objective of the Assurance Framework is to support the Combined Authority in assessing whether potential investments offer good value for money and have the capacity to generate and deliver the growth objectives set out in the SEP or SEF, or specific objectives relevant to a funding stream or other strategic objectives.

Along with the focus of the business case changing as a scheme progresses through the assurance process, the focus of the business case appraisal is structured around a series of key appraisal questions which enable the appraiser to review and test the evidence presented in the business case across the 'five cases'. Project promoters are provided with the key appraisal questions in order to guide the presentation of evidence in the business case.

All projects will undergo a 'five cases' assessment, in line with the Treasury Green Book, to ensure a project demonstrates that the outcomes and outputs are deliverable, that the associated business case is a sound one and that the scheme represents value for money. This process was modified in March 2019 to align more closely with Green Book principles and is now fully embedded.

Stage 1: Eligibility

Changes to stage 1 have now been embedded and there has been full migration to the new approach.

As part of activity 1 (Strategic Assessment) of the assurance process, the promoter is required to complete a Strategic Assessment form. For the majority of schemes, this will be completed in the initial stages of scheme development to enable early testing of the scheme with the Combined Authority. At this stage the scheme information will consist of the challenge which the scheme seeks to address and a high-level identification of the possible strategic responses that could be implemented to address the challenge (rather than a specified single option). The Strategic Assessment form has a number of purposes:

- To provide the Combined Authority with information on a scheme proposal.
- To identify the potential for the scheme to deliver against the LEP/Combined Authority's policies, strategies, plans, targets and indicators (its strategic fit).
- To provide a high-level range of costs and programme information.

The Strategic Assessment Form will be considered by Combined Authority Strategic Assessment Review Group (SARG), a panel made up from the Combined Authority Policy and Delivery officers. The SARG terms of reference can be found at Appendix 7 of the Assurance Framework. They will determine:

- If the scheme is eligible for LEP/Combined Authority funding.
- If the scheme has sufficient strategic fit to proceed to activity 2 (SOC), and if there is potential for a greater level of strategic fit through the consideration of a wider range of options.

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- Based on the high-level cost and programme provided, what level of funding contribution can be made to the scheme based on the funding streams the Combined Authority will have available to it at the relevant time.
- Any recommended conditions that will need to be fulfilled during activity 2.

If SARG officers assess that the scheme sufficiently meets the eligibility criteria above it will be recommended to the Director of Delivery, in discussion with the Director of Policy, Strategy and Communications, for approval to proceed to activity 2 (SOC) of the assurance process.

Approval at decision point 1 (Strategic Assessment) provides promoters with assurance that the scheme is determined to be eligible for LEP/Combined Authority funding and it is a worthwhile investment for the Promoter to commit resources to the further development of the scheme. Decision point 1 approval does not guarantee that a funding allocation will be made for the scheme within the LEP/Combined Authority's portfolio. This decision would instead be made at decision point 2 in most instances.

Following progression through decision point 1 (Strategic Assessment), all schemes will progress to activity 2 and the promoter will then be required to complete a Strategic Outline Case (SOC). The SOC will provide evidence of how the scheme performs against each of the Treasury's five cases (strategic, commercial, financial, economic & management) but will place most focus on the strategic case for the scheme and the initial economic appraisal. In line with the HM Treasury's Green Book guidance, this will involve the appraisal of the long list of potential options, in order to select a "preferred way forward". The preferred way forward will encompass a short list of selected options, which will ultimately be assessed as part of activity 3 (Outline Business Case - OBC). Each option identified as part of the preferred way forward will have a high-level cost, programme and benefit forecast and will clearly demonstrate why that option has been selected over and above other options identified as part of the long list process.

In advance of the SOC being submitted to the Combined Authority, a case officer will be assigned to the scheme. Once the SOC is received by the Combined Authority the case officer will undertake the SOC appraisal. This appraisal will determine and recommend whether a scheme proposal proceeds through decision point 2 (SOC) into Stage 2 (Development) of the assurance process and is invited to prepare a business case – outline or full – depending on the agreed pathway.

A summary of the criteria used to aid the stage 1 (Eligibility) assessment and prioritise and select those schemes that will progress to stage 2 (Development) are set out in Table 6.1 below.

Table 6.1: Overview of the Stage 1 assessment criteria (Strategic Assessment and Strategic Outline Business Case)

Criteria	Description
Strategic Case	<ul style="list-style-type: none"> • Has the problem, market failure or opportunity been clearly identified? • What are the options identified to address these problems, market failures or opportunities? • Is it clear why LEP or Combined Authority investment is needed and what it will be used for? • Has the scheme's potential to contribute to priorities and targets of the SEP, and the wider adopted priorities and policies of the Combined Authority been demonstrated? • How does scheme contribute to key local, regional or national policies and strategies, and objectives of potential funding programmes? • How will the scheme contribute to the ambitions of the region to create inclusive growth within the region? • Has the contribution or negative impact of the scheme to the region's aim to make the city region a net zero economy by 2038 been clearly identified? • Have the scheme objectives been clearly set out?
Commercial Case	<ul style="list-style-type: none"> • Is the market for the project clearly understood? • Does the project unlock other downstream investments? • Has the scheme considered how it will procure the solution?
Economic Case	<ul style="list-style-type: none"> • What potential does the project/programme have to deliver economic benefits/growth e.g. through jobs, unlocking sites, skills uplift, etc.? • Have Critical Success Factors (CSFs) been identified? • Do projected outputs and outcomes appear realistic/achievable? • Has an appraisal of the options been undertaken, and a preferred way forward been identified? • Where appropriate has scheme benefits and wider economic benefits been identified and assessed by employing suitable and proportionate methodology such as model tools, e.g.

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	<p>Urban Dynamic Model (UDM) or the Regional Econometric Model (REM)</p> <ul style="list-style-type: none"> Does the project appear to offer the potential of reasonable value for money and where possible has this been presented in the form of a benefits cost ratio for each of the options shortlisted in the preferred way forward?
Financial Case	<ul style="list-style-type: none"> Is the amount and timing of LEP or Combined Authority investment and match funding clearly set out for each short-listed option in the preferred way forward? Has the loan first principle been considered? Has other funding been confirmed or is there a clear timescale for confirmation? How are the scheme costs made up? Are they robust and realistic?
Management Case	<ul style="list-style-type: none"> How will the scheme be managed, are the appropriate arrangements in place / outlined? How 'delivery ready' is the project? Are delivery timescales clearly indicated and are they realistic? E.g. A high-level development and delivery timetable identifying any potential barriers or constraints (e.g. planning, legal, land ownership issues). What are the main risks facing this scheme? How will the scheme be managed, are the appropriate arrangements in place / outlined? How will the scheme be managed, are the appropriate arrangements in place / outlined? Is there a Risk Register and/or Risk Plan? Are there any potential barriers/constraints to the scheme that will impact on delivery? Are there any linkages/Interdependencies with other schemes that could affect delivery? Have the Data Protection and Equality impact assessments been completed for the scheme?

Stage 2: Development

The Business Case template uses a detailed ‘five cases’ assessment of the scheme that demonstrates that the outcomes and outputs are deliverable, that the associated business case is a sound one and that the scheme represents value for money.

At this stage the Business Case template seeks to build on the evidence presented in the SOC in order to present a preferred option from the SOC shortlist and the full details of the scheme across the ‘five cases’ model.

Table 6.2: Stage 2 assessment criteria (business case)

Criteria	Description
Strategic Case appraisal	<ul style="list-style-type: none"> Does the project clearly set out its objectives (are they specific, measurable, achievable, relevant and time constrained)? Does the project clearly set out the key activities to be funded? Does the project clearly set out the strategic drivers for this investment? Does the project contribute to the achievement of the Leeds City Region’s Strategic Economic Plan or SEF? Does the project link to other activity being delivered either within the City Region or nationally? Does the project meet other national, sub-regional and local strategies and policies? Does the project set out why LEP or Combined Authority funding is required in order to be undertaken? Has the project undertaken any engagement/consultation with key stakeholders and beneficiaries affected by the scheme?
Commercial Case appraisal	<ul style="list-style-type: none"> Has the project provided evidence to support the market demand justification for this project? Has the project provided evidence to support the projected take-up by the market? Does the project have a preferred procurement strategy/approach? Has the project considered risk allocation and transfer? Has the project considered Statutory and Other Regulatory Consents?
Economic Case appraisal	<p><u>All Projects:</u></p> <ul style="list-style-type: none"> What long list of options have been considered? What critical success factors (CSF) have been used to evaluate the long list of options? How has the long list of options been appraised? What are the short list of options? How has the short list of options been appraised? How does the scheme contribute to the SEP/SEF Headline Indicators?

Criteria	Description
	<ul style="list-style-type: none"> • What methodologies have been used to calculate the monetised benefits? • What methodologies have been used to calculate the monetised costs? • How is uncertainty in the appraisal dealt with? • Does the project identify any wider benefits? • Does the project identify any low carbon and environmental benefits? • What is the scheme value for money position? • Is the preferred option clearly defined? <p><u>Additional assessment criteria for transport projects:</u></p> <ul style="list-style-type: none"> • What methodologies have been used for modelling and appraisal of the scheme? • What transport model(s) have been used for the scheme appraisal? • What forecasting methodologies have been used for the scheme appraisal? • How has the impact of the scheme on travel demand and behaviour been incorporated? • How is uncertainty in the appraisal dealt with? • How the scheme impacts across different social groups? • Does the project have an Appraisal Summary Table?
Financial Case appraisal	<ul style="list-style-type: none"> • Has the project got a calculated outturn capital cost? • Has the project got a clear cash flow and funding profile? • Does the project have any revenue, ongoing/operational costs associated with it? • Does the project have any other funding sources? • Have the main financial risks been identified? • Has the project addressed how will cost overruns would be dealt with? • Does the project offer any potential to generate a commercial return to pay back funding? • Does the project have any State Aid issues to address? • Is the Combined Authority funding a loan and what are the key terms for repayment/security?
Management Case appraisal	<ul style="list-style-type: none"> • Does the project have a clear delivery plan? • Is there more than one delivery partner involved in the delivery of this project? • Does the project have a clear programme? • Has the project set out any delivery constraints? • Does the project have an adopted approach towards risk management?

Criteria	Description
	<ul style="list-style-type: none">• Has the project completed a Quantified Risk Assessment (QRA)?• Does the project have a Communications Strategy?• Does the project have a Benefits Realisation Plan?• Does the project have Monitoring and Evaluation Plan?• Has the project set out how change will be managed?

A Case Officer is appointed from the Portfolio Management and Appraisal team who is independent of the unit or organisation responsible for developing and promoting the business case. The Case Officer seeks appropriate support from internal experts and if necessary, appoints external experts in appraising the business case. The Case Officer provides impartial advice and recommendation on the merit and Value for Money position of business cases for decision makers.

The business case appraisal is effectively a risk-based appraisal that is designed to enable the case officer to test and report on key scheme risks across the five cases. This ensures that decision-makers at any level of delegation fully understand scheme risks, particularly in terms of benefits realisation, financial outcomes and value for money. It provides the basis on which any conditions precedent for a funding agreement can be proposed.

Business cases are rated against an appraisal framework and each of the five cases is given a RAG (red, amber, green) rating based on the response to the key appraisal questions as follows:

RED	Does not adequately address one or more of the key assessment questions
AMBER	Addresses all of the key assessment questions but specific issues may require further consideration or action
GREEN	Presents a clear and comprehensive response to the key assessment questions

The main findings in respect of the five cases are then brought together into a single assessment summary and an overall scheme RAG rating. It is anticipated that schemes receiving an overall red rating may require the applicant to provide extensive additional information prior to subsequent reappraisal. Schemes receiving an overall amber rating may require special conditions (or conditions precedent) to be addressed prior to a final decision being made. There may also be conditions concurrent or subsequent included in any resulting grant agreement between the applicant and the accountable body, which require resolution in advance of the next decision point.

6.3.2 Assessment of economic impact & value for money

A range of toolkits and approaches are used to demonstrate the wider economic benefits and value for money in order to prioritise and assess the overall Business Case for a scheme. In line with recognised VfM guidance, the assessment will consider:

- **Economy:** Minimising the cost of resources used
- **Efficiency:** The relationship between the output from goods or services and the resources to produce them
- **Effectiveness:** The relationship between the intended and actual results of public spending (outcomes and meeting objectives)

As set out in the LEP National Local Growth Assurance Framework guidance, the methodology used to assess VfM will be in line with the established guidance prescribed by the relevant government department:

Table 6.3: Methodology to assess value for money

Overarching	HMT Green Book and associated supplementary guidance are the central government's definitive guidance on appraisal and evaluation of any investment made from public purse. For appraisal of any project the Combined Authority will follow the overarching principles set out in the Green Book and its supplementary guidance.
Transport	The standard against which the Combined Authority will assess the robustness of the economic case of transport projects in consistency with methodology set out in DfT's Transport Analysis Guidance (TAG). TAG advises to appraise schemes in a proportionate manner. A judgment on proportionality and appraisal methodology is made on investment value, impact on society and environment and risks.
Housing	The appraisal will draw on advice and guidance from Homes England (HE) alongside MHCLG's appraisal guide for residential and non-residential development.
Enterprise, business support and Innovation	These projects will need to demonstrate ability to deliver VfM through evidence-based Business Cases aligned with HM Treasury Green Book guidance, with a commitment to publishing results to add to the evidence base on what works and contribution to local and national policy goals and growth.
Skills Capital	The Appraisal will continue to draw on Education and Skills Funding Agency (ESFA) guidance.
Regeneration	Projects will be in line with the National Planning Policy Framework and the Planning Practice Guidance. For projects beyond housing and transport interventions, for example, enabling works, land assembly, utilities and/or public realm projects, the MHCLG appraisal guide will be used in helping to appraise their costs and benefits. Flood alleviation projects will be in line with Environment Agency Flood and Coastal Erosion Risk Management Appraisal Guidance, or Environment Agency Natural Flood Management guidance.

Guidance is now available relating to the inclusion of Land Value Uplift (LVU) in the economic case. Scheme promoters are advised to liaise with Combined Authority officers to agree the methodology to adopt for the calculation of these benefits at an early stage of the appraisal process.

The approach adopted for the appraisal of a scheme will be proportionate to the scale and risk of the proposal. Some **investment appraisal techniques** used are:

Table 6.4: Investment appraisal techniques

Cost Benefit Analysis (CBA)	This calculates the ratio of benefits and costs for a defined appraisal period (e.g. for large infrastructure scheme it can be 60 years) covered by the preferred proposal and other shortlisted options (including the do-nothing / do minimum 'counterfactual' position).
Net Social Present Value (NSPV)	This calculates the difference between the present value of benefits to the society as a whole and the present value of investment made from public purse with any other private and public sector investment. Investments with a positive net present value will be acceptable.
Accounting Rate of Return	This compares the profit that is expected to be made from an investment to the amount that is needed to invest.
Internal Rate of Return	This measures the profitability of potential investments and allows schemes to be ranked by their overall rates of return rather than their present net values.
Payback Method	This calculates how long a scheme will take to pay back the money spent on it based on expected cash flows.

Wider economic impact assessment

In order to generate a prioritised shortlist of schemes, a wider economic impact assessment will be undertaken which uses a range of tools and models. The assurance process draws on a line of nationally recognised value for money benchmarks relevant to the type of scheme under review, for example:

- TAG for the appraisal of transport schemes
- HE Additionality Guidance and other appropriate sources, including MHCLG Appraisal Guidance for housing and regeneration schemes
- Evaluation evidence produced by central government departments and other appropriate organisations, such as the What Works Centre for Local Economic Growth

Other measures of value for money will be used where necessary to provide more information on the richness and scale of the potential impact of schemes. Such measures include:

- total cost per job
- total GVA per job
- cost benefit ratio

- grant per job

The adopted approach also aims to provide a 'level playing field' between the wide range of intervention types that are being considered across the four strategic priorities of the SEP. This, in conjunction with consideration of inclusive growth, allows the LEP and the Combined Authority to maximise the employment and productivity outcomes from available funding, as well as the geographical spread of these benefits.

6.3.3 Compliance with the Department for Transport's TAG guidance

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

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

An Appraisal Specification Report (ASR) should be developed by the scheme promoter at the start of stage 2 (development) and agreed with the Combined Authority, which sets out how the scheme will be appraised. In consistency with TAG, the promoter will not carry out any modelling and appraisal work for any activity in Stage 2 prior to ASR is agreed with the Combined Authority's assigned officer. All evidence supplied as part of economic case in all activities in Stage 2 will be appraised against methodology set out in agreed ASR. An Appraisal Summary Table (AST) and VfM Statement will be produced by following TAG and DfT's VfM guidance. A VfM Statement will be produced for decision makers summarising the conclusions from VfM assessment taking into consideration whether benefits outweigh the costs whilst identifying key risks and sensitivities that may affect the VfM conclusion. The statement will be prepared by the scheme promoter and PAT will have access to an independent review of the stated VfM position from internal or external experts. The experts will also set out what level of Analytical Assurance PAT and decision makers may attach to the VfM position based on quality of work, uncertainty in appraisal and risks.

To maintain VfM for major transport investments from public funds, the Combined Authority endeavours to approve schemes with a final VfM of 'High' or above, but there will be circumstances, where a scheme with a VfM value lower than 'High' will be approved where the wider economic, strategic, inclusive growth and clean growth benefits (improving the quality of the bus passenger experience and encouraging travel by sustainable modes, like walking and cycling) are key to the success of a scheme and / or the funding programme.

Examples could be:

- A transport scheme that could unlock a major development site;
- A scheme which can be directly attributed to job creation and/or GVA growth;
- A scheme where public transport improvements may affect other motor users negatively thus yielding a relatively low BCR, but is closely aligned with the strategic objectives of the funding stream or the promoting authority to increase patronage for public transport;
- A scheme which encourages increased use of environmentally friendly modes such as walking and cycling but due to a low level of existing usage a high VfM may not be achieved in appraisal.

The justification will be set out in the reports seeking approval from the relevant decision maker.

Additionally, a transport scheme may have a low benefit cost ratio (BCR) but is part of a programme that can evidence a 'high' BCR as a minimum. Some schemes may have a low BCR right through to FBC (decision point 4). When this is the case, a condition will be put on the scheme that final approval is subject to a satisfactory BCR being evidenced.

6.3.4 Appraisal proportionality

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

The approach to appraisal is to be set out in the Appraisal Specification Report (ASR) following guidance and should be agreed with the responsible officer of the Combined Authority. Usually, where a project is multi-faceted and the elements are easily separable, proportionality will be based on the proposed costs of the various elements.

6.3.5 Who will undertake the appraisal of projects?

Strategic Assessment Review Group (SARG) The Strategic Appraisal Review Group (SARG) is comprised of West Yorkshire Combined Authority officers who undertake the review of Strategic Assessments submitted to the Combined Authority, as the accountable body for the Combined Authority and Local Enterprise Partnership LEP, at decision point 1 (DP1) of the assurance process.

The SARG is responsible for undertaking the assessment of potential schemes, for alignment and contribution to the policies and strategies of the Combined Authority, through the Strategic Assessment form that is submitted to the Combined Authority, at decision point 1.

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The SARG provide evidence and recommendations to the Directors of Delivery, and Policy, Strategy and Communications on a decision for every Strategic Assessment submitted, for approval. The SARG agree any conditions that are required as part of a project/programme progressing through decision point 1, and which, subject to approval, will form part of the DP1 certificate.

The SARG consists of a core membership representing Combined Authority policy, strategy and communications, delivery and PMA functions. Attendance at PAT meetings is supplemented by case officers, independent technical advisers, promoters and their advisors, and other attendees as required to supplement the decision making process. Other officers may be invited onto the group, including relevant Policy Managers, depending upon the Strategic Assessment that is due to be submitted.

The SARG terms of reference are attached in Appendix 7.

Programme Appraisal Team (PAT)

The Programme Appraisal Team (PAT) is comprised of West Yorkshire Combined Authority officers who oversee the assurance process as projects/programmes progress through it, starting from Decision Point 2 and beyond.

The PAT is an internal assurance group and has no formal approval making powers. The PAT make recommendations, which are then reported through the current Combined Authority governance arrangements for a formal decision.

The PAT consists of a core membership representing Combined Authority programme delivery, PMA, policy, economic, legal, and financial functions. Attendance at PAT meetings is supplemented by case officers, independent technical advisers, promoters and their advisors, and other attendees as required to supplement the decision making process.

The PAT terms of reference are attached in Appendix 6.

The Combined Authority appraisal function

The responsibility for appraisal of projects sits with the Director of Delivery. Each scheme will be assigned a case officer when it enters the assurance process. The case officer is a Combined Authority officer, who will be responsible for carrying out the appraisal of a scheme. This may be done using expertise from the PMA team, or where necessary bringing together expertise from within the Combined Authority or from external advisors and partners. This may cover financial, transport, economic, property, legal matters and experience of the relevant priority areas of the SEP. The case officer will have an appropriate degree of impartiality from the scheme.

As part of the appraisal process, a peer review meeting may be held with the promoter, to discuss any key issues arising from the ongoing appraisal. This meeting could be multi-disciplinary and involve external resource as appropriate (e.g. for Combined Authority projects to demonstrate impartiality, or where specific knowledge and skills are required and which don't exist internally).

There will be a clear separation between the appraisal function and the project sponsor/promoter. This means that staff carrying out appraisal will not be involved in advising on project and business case development activity.

Following each assessment of a project, a template will be completed by the case officer that reports the findings of the appraisal and this will be reviewed by the Programme Appraisal Team (PAT).

The Combined Authority appraisal function and Programme Appraisal Team (PAT) scrutinise and quality assure the process to ensure that the work undertaken is independent of the authority promoting the scheme. The Director of Delivery has overall responsibility for ensuring value for money for all projects and programmes.

6.3.6 When will schemes be assessed?

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

A standard timescale for the assessment of business cases at each decision point will be set and communicated to all promoters. However, depending on the complexity of the scheme and the quality of information provided within the business case, further time may be required. This will be agreed with the promoters at the earliest appropriate opportunity.

As part of the decision point 2 (SOC) approval, timescales for the approval of future decision points will be agreed and set out between the promoter and LEP/Combined Authority. The promoter (with support from their key contact in the Combined Authority and the PMA) will then be required to determine the submission and appraisal timescales relevant to each decision point in order to establish a clear picture of what needs to be done next in the development of a scheme. A stage certificate is issued, which includes any conditions that are set by the PAT and formalised through the funding agreement.

6.3.7 Reporting of appraisal findings

Assurance pathway and approval route

Schemes will be assessed on a case by case basis to determine the most appropriate assurance pathway (activities and related decision points that a scheme must progress through) and approval route (the meetings, officers and committees that will consider the scheme at each decision point on the assurance pathway).

The assurance pathway and approval route will be recommended by the Combined Authority's Case Officer, endorsed by PAT and Investment Committee and agreed by the Combined Authority, as the accountable body for the LEP, as part of the decision point 2 approval. The approval route will be one that best serves the needs of the Combined Authority in carrying out the correct level of assurance, whilst also ensuring schemes progress efficiently and enable the Combined Authority to respond to emerging investment opportunities.

The key principle applied when defining an assurance pathway and assurance route is that the PAT will review a scheme at each decision point (with the exception of decision point 1) to check whether the assurance process has been applied correctly and assess whether a scheme is eligible to progress to the next activity. PAT will

base their assessment on the appraisal prepared by the Combined Authority's Case Officer. The Investment Committee is asked to review the PAT's recommendations early on in the process (usually decision point 2) and then make recommendations to the decision maker (Combined Authority or the Managing Director). This will usually be at decision point 2 (SOC), once strategic fit and eligibility of the scheme has been tested in stage 1 of the assurance process. The scheme information presented to both the Investment Committee and Combined Authority at each decision point is prepared by the Combined Authority's case officer.

At each decision point, the information made available to the decision maker in advance of making a decision, to allow them to make an informed assessment of the issues will include:

- Details about the application
- An appraisal of the application
- Any advice that has been provided by the Combined Authority's Chief Finance Officer or Monitoring Officer¹⁹
- Recommendations as to whether to fund the proposal
- A recommendation about conditions that should be attached to the proposal.

Whilst schemes will by default always be seen by the PAT at each decision point (in accordance with the scheme's approved assurance pathway), the PAT also have the option to defer the responsibility for seeing a scheme's business case at decision points as they see fit, e.g. LEP Loans may be seen by the PAT at decision point 2 with a SOC, then come back at decision point 4 with a Full Business Case that will be assessed by the Business Investment Panel instead.

In the case where the situation arises that the PAT agrees to recommend to reject a scheme, it is the role of the PAT to advise the Investment Committee of this recommendation – and then for the Investment Committee to recommend to either approve or reject proposals to the CA.

Depending on the cost, complexity and risk of a scheme, the Investment Committee may request that a scheme is referred back to the Investment Committee at subsequent decision points for their recommendation to progress along the assurance process in advance of decision point 5 (FBC plus finalised costs).

There is also the option for the Investment Committee to recommend to the Combined Authority that further approvals after decision point 2 (SOC) to be delegated to the Investment Committee, or to the Combined Authority Managing Director, to facilitate speeding up the delivery of schemes that are considered low cost, less risky and less complex and which remain within tolerances.

6.3.8 Due diligence assessment

Due diligence is the independent verification of key information and assumptions. The purpose of due diligence is to protect all parties from acting on incorrect or impartial information.

¹⁹ The Monitoring Officer provides advice on legal considerations including, where applicable, the percentage risk of challenge and non-compliance with the proposed course of action and any mitigating factors which may be taken to address this.

Due diligence may be carried out at any point in the development of a scheme; however, it will be formally required as part of activity 5 – Final Business Case plus finalised costs. Information requirements at this stage will depend upon the nature of the scheme, the findings of the full business case (decision point 4) assessment and any outstanding actions still to be undertaken prior to any funding agreement being approved. The Business Investment Panel has a key advisory role in this process for business grants and loans.

Each case will of course be different depending upon the nature of the scheme, but could include:

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

6.4 Release of funding, cost control and approval conditions

The funding offer will be bespoke to each individual scheme. The arrangements for the draw down and release of funding will be set out initially during Stage 1 (eligibility) and then agreed during Stage 2 (development) of the assurance process. Some schemes may also be eligible for the provision of development funding in order to progress the scheme from decision point 2 (SOC) to decision point 5 (FBC with finalised costs). At the point where funding is released, the Combined Authority will enter into a funding agreement with the promoter. The following funding conditions could apply and will be specified in the funding agreement:

- funding to scheme promoters will be capped at the maximum level
- any potential overspend will be escalated by the project sponsor to the Combined Authority. The Combined Authority will consider the appropriate options as part of a change request, which will include a requirement for the business case to be re-worked and presented back to the Combined Authority for further consideration
- the promoter's Chief Internal Auditor to provide assurance and to certify all expenditure on an annual basis
- the promoter's Chief Finance Officer to sign off all expenditure on an annual basis
- claw-back provision in place to ensure funding is only to be spent on the specified scheme and that any cost savings achieved on the completed scheme are returned
- The Combined Authority, as the accountable body, will determine when to release funding. Payment will normally be made quarterly in arrears within 30 days of the receipt of an eligible claim. Advance payments will be made in exceptional circumstances.

- The Combined Authority may arrange for local audit of schemes to detect any misuse of funds.
- All organisations that receive funding through the Combined Authority and/or LEP are contractually required to acknowledge this, and that of Government in all communications and marketing activity. This includes use of logos on relevant communications materials, inclusion of specified wording in press releases and development of stories and case studies that showcase the impact of projects.

The LEP and Combined Authority will look to recover funding where there has been non-compliance, misrepresentation or under-performance. The Accountable Body arrangements in Appendix 1 set out how concerns are elevated, including taking a legal opinion on the likelihood of recovery. When the LEP and Combined Authority decide not to pursue recovery where non-compliance has been identified, and has legal grounds to do so, there must be a compelling justification for such a decision.

6.5 Management of contracts

West Yorkshire Combined Authority who are the accountable body supporting the delivery of effective contract management across LEP funded programmes and agreements has implemented a performance management process which is aimed at ensuring that a high level of contract performance is achieved and that all contract deliverables and obligations are met. At a minimum level, the process will ensure that the following key contract management elements are implemented:

- Combined Authority contract managers have a thorough understanding of all contract requirements, deliverables and provider obligations.
- Regular contract performance meetings are held with providers to review contract delivery in order to maintain ongoing quality and performance of the contract.
- Performance reporting updates are submitted on a regular basis to the Combined Authority by providers, highlighting performance against key performance indicators and other deliverables.
- Implementation of regular quality and compliance audits which provide the required evidence in support of contract compliance.
- Combined Authority are committed to providing general support to key providers in working towards a successful programme delivery.
- Ongoing programme risk and issues management including implementation of risk logs associated with contracts.
- Ensure ongoing delivery of value money through effective change management control in accordance with the contract terms and conditions.
- Problem resolution and implementation of improvement plans where necessary to support increased performance.

Currently the LEP Board and the Investment Committee receive regular high-level reports on the progress of LEP funded programmes and projects together with and any significant risks, issues and opportunities. More detailed reporting including specific supplier performance against these programmes and projects are reported to the relevant LEP panel/committee (including the Business Innovation and Growth

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Panel and Employment and Skills Panel) and also to the Combined Authority's Senior Management Team.

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

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

7. MONITORING AND BENEFITS REALISATION

7.1 Introduction

The following section sets out the approach to monitoring and benefits realisation, including ongoing reviews of the assurance process.

7.2 Scheme Monitoring and Benefits Realisation

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

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

The system provides the following benefits:

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

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- o facilitates alignment of projects to corporate strategy
- o recommendations and actions to be carried out in a more structured and timely way

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

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

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

Delivery (decision point 6) and Close and Review (decision point 7)

The purpose of activity 6 is to deliver the scheme and therefore decision point 6 is to confirm that delivery is complete. For an infrastructure project this would be completion on site. The output from activity 6 at decision point 6 is a draft Project Closure Report.

The purpose of activity 7 is to confirm that a project has been reviewed and can be closed. For an infrastructure project this would be completion of all defects and financial close, i.e. all final accounts have been agreed and paid, and the project has completed any outstanding compliance requirements highlighted at decision point 6 and in the Final Monitoring Report. This is not when the scheme has delivered all of the outputs and benefits set out in Schedule 1 of the Funding Agreement.

The output from activity 7 at decision point 7 is a final Project Closure Report.

The purpose of the draft and final Project Closure Reports is to assess the success of the project, identify best practice for future projects, resolve all open issues and to capture feedback and lessons learnt to inform the development and delivery of future projects. The final Project Closure report formally closes the project.

Benefits realisation and measuring progress towards SEF priorities

Section 1.7 sets out the overarching context of the high level success measures which flow directly from the SEF (Strategic Economic Framework) and set out the high level design principles which govern our commitment to robust impact assessment to measure progress towards our priorities.

A robust and consistent approach to benefits realisation is a central theme of the LCR Assurance Framework which links project and program monitoring into assessment of progress towards the high level success measures.

All projects funded by the Combined Authority and the LEP are required to have a benefits realisation plan and a monitoring and evaluation plan as part of business case development. These should be produced as part of activity 3 (OBC) and refined and be in place at the end of activity 5 (FBC+). Benefits realisation reporting together with the outputs from the monitoring and evaluation plan will be used to assess the

effectiveness and impact of investing public funds and the extent to which projects are contributing to the overall objectives of the Combined Authority and the LEP.

Monitoring and evaluation of the Strategic Economic Framework

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

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

Ultimately we believe that the design of project and program logic models, which shape the design of our interventions, must clearly link through and be driven by the high level design principles and the outcomes that the Local Industrial Strategy is seeking to shape. To support this a series of logic models have been developed for the 5 foundations (Ideas, People, Business Environment, Infrastructure and Place) of the strategy. The proposed logic model for the Transport Infrastructure foundation is shown below to illustrate the approach. The proposed logic model will form part of the LIS submission to HM Government in 2020.

Industrial Strategy Logic Map for Infrastructure Foundation

LIS Logic Model – Infrastructure: Transport

CONTEXT:

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

PROBLEMS TO ADDRESS:

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

INPUTS	ACTIONS	OUTPUTS	OUTCOMES	IMPACTS
HS2 / Northern Powerhouse Rail TN Strategic Transport Plan WY Transport Strategy 2040 / LCR Connectivity Strategy DfT Transforming Cities Fund District Local Plans / SEP Spatial Priority Areas / LCR Place narrative? District Local Plans District Climate Emergencies DEFRA Air Quality Action Plan Government target to reduce CO2 emissions to net zero by 2050 WYCA target to reduce CO2 emissions to net zero by 2038	Regional Rail Leeds Station Masterplan LCR HS2 Growth Strategy TN Investment Programme (NPR, Rail, Smart Travel) Existing LCR programmes: • WYTF, Connecting Leeds, LTP, Leeds & Bradford Clean Air Zones etc Future LCR programmes • LCR Inclusive Growth Corridor Delivery plan & pipeline • TCF • WY Bus Alliance - Action Plans & Bus Network Reviews • City Connect / Healthy Streets / Local Cycling & Walking Plans pipeline • Carbon reduction pathway • City Region Mass Transit	New sustainable transport infrastructure and services, products, technologies New sustainable transport links between deprived areas and employment/training opportunities Delivery of Mass Transit network X jobs as result of improved connectivity X jobs created in transport construction X jobs created through transport supply chain X jobs in transport operations X carbon reduction projects (e.g. No. of EV charge points, Low Emission Buses)	Mode shift to sustainable transport (Rail, Bus, Walk, Cycle, Mass Transit) X% increase in passenger/freight trips by sustainable transport/day X% decrease in trips by car/day X new homes facilitated Journey time improvements Improved access to jobs & training Reduced transport related barriers to opportunities for disadvantaged communities Increase in (business & public) satisfaction with local transport Place & health benefits – unlock commercial development, urban realm, air quality, active travel, safer streets, well-being Accelerated take up of Electric/ Ultra Low emission vehicles X carbon reduced by XXXX	HS2 & NPR create step change in connectivity of LCR Integrated city region mass transit network – accessible, affordable, flexible, inclusive Put people & places first, prioritised human, health & quality of Life Transformed connectivity will bring new & more productive jobs within reach of more people – (enabling them to move job without moving house – or using a car) Retention and attraction of skilled people and high value businesses to the region More efficient use of space, compact development Zero-Carbon by 2038

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

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A formally adopted evaluation strategy will be integrated into the LCR Assurance Framework in early 2020 as a future revision (the strategy will replace the current evaluation guidance which underpins the SEP Evaluation principles).

Our approach to the development of the evaluation strategy recognises that it is locally owned, managed and draws on local systems; it will be proportionate and selective (e.g. not everything will be evaluated) and that partnership working with LEPs and government takes place to identify opportunities for thematic evaluations that could be conducted across LEP areas or centrally commissioned.

Introducing these changes to our approach to monitoring and evaluation and focusing the evaluation around SEF success measures will align the LCR Assurance Framework with the “National Local Growth Assurance Framework” (MHCLG, January 2019).

These key themes are likely to focus on:

- **Strengthening understanding of the impacts, outcomes and additionality of all forms of projects at an early stage in their design to improve the ex-poste evaluation of interventions.** All project sponsors will be required to adopt a consistent approach to the use of “Logic Models”. Logic models represent an essential element of project and programme development and whilst the requirements for the use of logic models will be proportionate to the scale of the intervention, it is viewed that all projects will benefit from this approach
- **Communicating and synthesising the learning from project evaluation** – the updated strategy will place a greater focus on synthesising consistent messages from project learning across all project types – with these insights flowing directly from the relationships set out in the project logic model. The current project closure documentation will be reviewed to ensure that it is fit for purpose in this context. Greater emphasis will be placed on the structured communication of the outputs from project closure reports through learning and dissemination events and the project closure reports will be designed to shape this messaging.
- **Understanding the wider benefits flowing from Growth Deal interventions** – the updated strategy will more clearly define the relationship between project monitoring, benefits realisation and the net additionality achieved across the wider City Region geography. The updated strategy in this theme will consolidate and align with the ‘Independent Evaluation of Local Growth Interventions’ currently being conducting by MHCLG.

Five Year gateway review

As part of the Leeds City Region Growth Deal agreement, the West Yorkshire plus Transport Fund is subject to five-yearly gateway reviews to assess impact. The Government has indicated that the initial gateway review will focus on evaluating the progress and performance of the investment fund with economic growth becoming the primary measure for assessing impact.

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An independent panel, as agreed with HM Government, has been established to undertake the review. The first gateway review which concludes in March 2020 will determine the availability of future Government payments for 2021-22.

The evaluation component of individual West Yorkshire plus Transport Fund scheme's benefits realisation plans will need to complement the five-year gateway review. A local evaluation framework for the Transport Fund has been produced, and evaluation plans have been developed. Delivery of key agreed milestones is now underway.

A review of the overall monitoring and benefits realisation activity forms part of the action plan and will advise on the development of an overarching monitoring and benefits realisation framework.

7.3 Risk Management

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

The LEP has agreed that the Combined Authority through the Section 73 Chief Finance Officer, manages risk on the LEP's behalf. The Combined Authority recognises that effective risk management is an integral part of good corporate governance and as such should be a part of everyday management processes. The Combined Authority is committed to ensuring the robust management of risk, and as such a corporate risk management strategy is in place to set out a consistent approach to all risk management activities undertaken throughout the organisation. This includes the Combined Authority's risk appetite statement, which is based on risk category. The revised and updated Risk Management strategy will be considered by the Governance and Audit Committee in January 2020 and the current version can be found [here](#).

The Portfolio Management and Appraisal Team (PMA) champions risk management in projects, programmes and portfolios, providing a management lead in these areas and ensuring that appropriate arrangements are maintained. The Head of PMA has overall responsibility for the identification and management of project, programme and portfolio risk, but the day-to-day coordination of corporate risk management activities is undertaken by the Corporate Planning and Performance Manager and responsibility for management of risk sits with Directors, Heads of Services, and risk owners.

Identification and Assessment of Risk

Full project-level risk analysis and mitigation/contingency plans are required for each scheme as part of the application process and in developing the business case and comply with CA risk strategy.

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

Monitoring risk

Funding recipients are required to report headline risks and issues through PIMS.

Programme Managers produce a risk register, which includes escalated project risks. These are reviewed at each of the relevant funding programme management

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groups and, where escalation is required, reported to the Portfolio Management Group (PMG). The PMG Terms of Reference are attached at Appendix 8 of the Assurance Framework.

A strategic risk register with mitigations and responsibilities at portfolio level is also produced and reviewed quarterly by the PMG.

Risks contained within the above-mentioned risk registers can also be escalated to the Combined Authority directorate level risk registers or to the Combined Authority's corporate risk register as needed.

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

Appendix 1 – Accountable Body Arrangements

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

1. Introduction

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

2. Accountable Body roles and responsibilities

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

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

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

a) Finance functions

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

This includes approving and entering into agreements relating to LEP funding.

The Accountable Body does not use any LEP funding for their own purposes, nor without a clear mandate from the LEP.

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

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

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

b) Oversight functions

The Accountable Body has oversight of the LEP’s financial and wider governance, transparency and accountability arrangements, including compliance with the Assurance Framework. The Accountable Body through its Section 73 Chief Finance Officer ensures that LEP funding is administered properly, that is, that LEP funding is spent or released:

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- in accordance with formal approvals only, and not for unapproved purposes²⁰
- with propriety and regularity and to deliver value for money
- subject to the statutory checks and balances which require the Accountable Body to act prudently in spending
- in accordance with the Assurance Framework and any other relevant procedure
- in compliance with any grant requirements and conditions.

The Accountable Body ensures that decisions on LEP funding are:

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

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

Scrutiny

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

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

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

The contribution of the LEP to any meeting of the Overview and Scrutiny Committee will be recorded with the outcome in the minutes (published on the Combined Authority's website). The LEP will ensure that there is a link from the LEP website to the Overview and Scrutiny Committee's published reports and minutes.

Audit

To ensure they have proper processes in place to manage risk, maintain an effective control environment and report on financial and non-financial performance, the LEP utilises the Accountable Body's Governance and Audit Committee, and its internal

²⁰ Including the services of lobbyists

and external auditors to provide assurances in relation to LEP activities, as well as the Section 73 Chief Finance Officer.

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

c) Support functions

The Accountable Body acts as the independent secretariat to the LEP²¹, providing the following technical and other support:

- compiling, maintaining and publishing agenda, reports and minutes of meetings in accordance with agreed procedures
- retaining all documentation relating to the Local Growth Fund and other funding sources
- dealing with any request for information, complaint or concern raised in accordance with the appropriate procedure
- appraisal functions as set out in the Assurance Framework,
- legal advice
- recovering funding where there has been non-compliance, misrepresentation or under-performance²²
- risk management.

3. Section 73 Chief Finance Officer - Resources

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

4. Non-compliance by the LEP

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

²¹ The Combined Authority is not a constituent member of the LEP, nor does it appoint any representative to the LEP Board. Local authority representatives are appointed in their capacity as district councillors, not members of the Combined Authority.

²² The Accountable Body will report to the LEP Board providing information on projects which have received funding, including

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

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

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

Appendix 2 – Section 73 Chief Finance Officer – responsibility arrangements

1. Introduction

The Combined Authority must by law²³ make arrangements for the proper administration of its financial affairs and secure that one of its officers has responsibility for the administration of those affairs. This role is carried out by the Combined Authority's Director of Corporate Services and extends to include the financial affairs of the LEP.

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

2. Financial administration

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

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

The LEP is responsible for ensuring that all concerns are addressed.

The Chief Finance Officer will report any significant concerns directly to the LEP Board, setting out any improvements required. The LEP Board and the Section 73 Chief Finance Officer shall agree an action plan setting out how such concerns are to be addressed. This may include identifying training needs to ensure compliance.

There will be a standing item on the LEP Board agenda reporting on progress on implementing the action plan, until the Section 73 Chief Finance Officer is satisfied that the issue has been resolved.

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

- the concern is about systemic financial problems, repeated non-compliance or fraud, or
- an action plan cannot be agreed, or

²³ Section 73 of the Local Government Act 1985

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- in the opinion of the Chief Finance Officer, the LEP Board does not achieve sufficient progress against the action plan.

3. Advice of the Section 73 Chief Finance Officer

The Section 73 Chief Finance Officer shall work with the Chair of the LEP and the LEP's Chief Executive Officer to ensure that procedures are in place to consider the financial implications of decisions before and during the decision-making process.

The LEP shall ensure that the Section 73 Chief Finance Officer is given sufficient access to information in order to carry out their role. The Section 73 Chief Finance Officer or their nominee shall be entitled to:

- attend all LEP Board agenda setting meetings.
- have access to all LEP Board documentation (including LEP Board reports before publication),
- comment on any proposed decisions, by
 - recording an opinion on financial implications and an assessment of risk (such as delivery risks and cost overrun risks) in any report to the LEP Board or relevant Panel, and/or
 - attending and speaking at any meeting of the LEP Board²⁴ or relevant Panel.

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

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

4. Risk management

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

The Section 73 Chief Finance Officer ensures that the Combined Authority's risk management strategy addresses

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

At the beginning of the financial year, the LEP and the Section 73 Chief Finance Officer will agree the budget risks facing the LEP. These will be kept under review by

²⁴ See further LEP Procedure Rules. The Section 73 Chief Finance Officer is not a member of the LEP Board and does not vote.

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the Section 73 Chief Finance Officer throughout the year, who will report any significant issues to the LEP Board.

5. Audit

The LEP and Combined Authority have agreed audit arrangements as set out in the Assurance Framework and Appendix 1. The Section 73 Chief Finance Officer and the LEP's Chief Executive Officer shall report to the LEP Board on any completed audit by internal or external auditors where any recommendations relate to the LEP, and provide a copy to the Cities and Local Growth Unit as appropriate.

Appendix 3 – Governance Structures

LEP Board

Membership

At least two-thirds²⁵ of the members of the LEP Board²⁶ must be private sector representatives²⁷.

The number of LEP Board members shall not exceed 20²⁸, excluding any additional member co-opted to the LEP Board. A maximum of 5 co-optees with specialist knowledge may be appointed to the LEP Board.

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

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

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

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

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

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

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

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

²⁶ Any co-optee appointed to the LEP Board is to not be considered as a member of the LEP Board for the purpose of this requirement.

²⁷ A private sector representation must be or have been employed by an organisation not included as central government, local government or a public corporate as defined for the UK National Accounts. Those from Higher Education or Further Education Institutions are not classified as public sector organisations.

²⁸ This requirement is met as a result of the decision made by the LEP Board with regards to the LEP Board membership on 25 February 2020, with effect of 31 March 2020.

West Yorkshire Combined Authority

Membership

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

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

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

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

Officers

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

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

Appendix 4 – Economic Services : approval arrangements

The Managing Director has delegated authority to award an Economic Services grant to a company or other legal entity²⁹ (“Business”) under any programme or scheme approved under the Leeds City Region Assurance Framework.

Officers have sub-delegated authority by the Managing Director to award such grants, as set out in Table 1 below³⁰.

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

A grant may only be awarded

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

Table 1

	Thresholds	Decision-making officer	Appraisal/consultation
a)	Not exceeding £100k	<ul style="list-style-type: none">• Head of Service in Economic Services³¹• Director of Economic Services• Managing Director	By any Advisory Group applicable to the programme or scheme (see Table 2)
b)	Greater than £100k and not exceeding £250k	<ul style="list-style-type: none">• Director of Economic Services• Managing Director	Business Investment Panel
c)	Greater than £250k and not exceeding £500k	<ul style="list-style-type: none">• Managing Director	Business Investment Panel
d)	Greater than £500k	<ul style="list-style-type: none">• Managing Director	<ul style="list-style-type: none">• PAT,• Business Investment Panel, and• Investment Committee and/or Combined Authority

²⁹ Including a social enterprise, trust, partnership or sole trader

³⁰ Subject to any funding condition imposed on the Combined Authority in relation to the programme or scheme.

³¹ That is, the Head of Business Support, Head of Trade and Investment or Head of Employment and Skills in relation to any matter within their remit

The **Advisory Groups** are set out in Table 2 below:

Table 2

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

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

Purpose

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

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

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

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

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

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

Background

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

Introduction to selection of projects using the Assurance Process principles

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

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

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

Local strategic fit as defined in the Selection Criteria^[1] for the ERDF 2014-2020 programme, which includes how:

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

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

Value for money

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

Deliverability

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

Using the assurance process principles

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

The five cases are:

1. **Strategic:** does the scheme fit with the aims of the City Region's Strategic Economic Plan? **(used for selection of projects for SUD as part of the ESIF Strategy)**
2. **Economic:** is the scheme value for money? **(used for selection of projects for SUD as part of the ESIF Strategy)**
3. **Commercial:** is there demand for the scheme and is it commercially viable?

[1] Selection Criteria [here](#)

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4. **Financial:** is the scheme affordable and sustainable?
5. **Management:** is the scheme deliverable with achievable objectives? **(used for providing advice on the selection of projects for SUD as part of the ESIF Strategy)**

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

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

It is the assurance process which is used to form the basis for the 'local' appraisal and selection of SUD ESIF projects outside the formal MHCLG assessment.

For the purposes of selecting SUD ERDF projects, the key principles of the assurance process are used – but only using cases 1, 2 and for advice case 3 as described above and in line with the nationally agreed criteria and the agreed and signed Memorandum of Understanding between the Combined Authority and MHCLG.

Strategic Fit – Proposed scope

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

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

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

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

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

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

This is more straightforward for some projects than others and there is an onus on reflecting local intelligence and priorities. New jobs and catalytic projects are 'worth' more in some areas than others simply because there are fewer jobs or because it is

more difficult to create and sustain jobs in certain locations. This is especially the case where disadvantage is long-term and entrenched.

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

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

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

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

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

Undertaking the work

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

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

Reporting

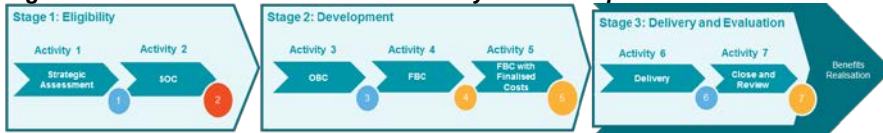
The results from the appraisal are presented in a summary assessment report, to the Programme Appraisal team for consideration. This provides an insight into the strengths and weaknesses, bringing together the metrics and other qualitative and quantitative information.

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

1. Introduction

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

Figure 1: West Yorkshire Combined Authority assurance process



Objectives of the PAT

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

required, and report to Senior Leadership Team where a decision requires Managing Director approval

3. How the PAT will operate

PAT Membership:

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

Table 1: PAT Membership

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

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PAT Attendance:

- 3.3. The PMA will provide secretariat services to the PAT
- 3.4. Case officers, independent technical advisers, peer group representatives (including representatives from partner authorities and/or third party private businesses) and other attendees as required will attend the PAT to supplement the decision making process.
- 3.5. The PAT also plays an ongoing role in refining and developing the assurance processes to improve how it is implemented and in operationalising the Assurance Framework.

Meeting Format

- 3.6. The PAT will meet on a regular cycle (fortnightly or more frequently subject to the programme) with an agenda based around the assurance process activities. Projects/programmes being discussed at the PAT will be allocated time slots in which discussion and recommendations will be made.
- 3.7. Promoters will attend meetings by invite only. Where a promoter does attend to present their scheme, they will only be present to their allotted time slot. They will be asked to leave the meeting in advance of any recommendation being made by the PAT.

Records of Meetings

- 3.8. Meetings will be minuted, with draft minutes being included in the papers circulated to the PAT members for the following meeting at which the minutes will be formally agreed and considered signed off.
- 3.9. Actions and recommendations relating to each specific project/programme being discussed will be captured and communicated to case officers and promoters separate to the official minutes.

Conflict of Interest

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

Making Recommendations

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

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- 3.12. The PAT may recommend a scheme to not progress through a decision point or for additional information in order for a scheme to progress at any given decision point.
- 3.13. All PAT Recommendations are reported through the current West Yorkshire Combined Authority governance arrangements for a formal decision/approval.

Appendix 7 – Strategic Assessment Review Group (SARG) terms of reference

Role/Purpose

The purpose of this Decision Point 1 Strategic Assessment Review Group (the 'review group') is to undertake the review of Strategic Assessments submitted to the Combined Authority, as the accountable body for the Combined Authority and Local Enterprise Partnership LEP, at decision point 1 (DP1) of the assurance process, as set out in the Leeds City Region Assurance Framework.

Membership

The review group core membership will comprise:

Chairs

- Head of Economic Policy (Policy, Strategy and Communications) – co - Chair
- Head of Transport Policy (Policy, Strategy and Communications) – co Chair

Policy, Strategy and Communications Representatives

- Head of Policy Co-ordination
- Head of Research and Intelligence

Delivery Representatives

- Programme Development Manager, (PMA), **or proxy**
- Portfolio Lead – Controls and Processes (PMA) **or proxy**

Invitees (for optional attendance)

- Scheme promoter (or representative)
- relevant Case Officer - to attend for information only. The Case Officer will be identified once promoters notify the Combined Authority of its intention to submit a strategic assessment.

Other officers may be invited onto the group, including relevant Policy Managers, depending upon the Strategic Assessment that is due to be submitted.

Roles and responsibilities

- To be responsible for undertaking the assessment of potential schemes, for alignment and contribution to the policies and strategies of the Combined Authority, through the Strategic Assessment form that is submitted to the Combined Authority, at decision point 1
- To provide evidence and recommendations to the Directors of Delivery, and Policy, Strategy and Communications on a decision for every Strategic Assessment submitted, for approval

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- To agree any conditions that are required as part of a project/programme progressing through decision point 1, and which, subject to approval, will form part of the DP1 certificate

The core members of the review group will commit to:

- Attend all scheduled meetings of the review group, or nominate a proxy where required (see membership list)
- Make timely decisions so as not to hold up a strategic assessment's progress through the assurance process, as appropriate
- Notify the members of the review group, as soon as practical, if any matter arises that may be deemed to affect the group or their role on the review group in any way
- Champion the work of the review group

Meetings

The meeting will be chaired by either the Head of Economic Policy or Head of Transport Policy in the Policy Strategy and Communications directorate.

Decisions will be made by consensus (i.e. members are satisfied with a decision, even if it is not their first choice). When this is not possible, the chair will make the final decision.

Meeting papers will be provided by the PMA team. These will include:

- meeting agendas and supporting papers [produced by PMA]
- meeting notes [produced by Policy]
- Request for Decision (RfD) reports resulting from the Strategic Assessment, for the Directors of Delivery, Policy, Strategy and Communications

Meetings will be held as and when required and will be arranged based on when a promoter notifies the Combined Authority of its intention to submit a strategic assessment.³²

All papers required for the review group meetings will be issued not less than 5 days prior to the scheduled meeting. Meeting notes and an RfD report will be produced after a meeting has taken place.

Outcomes of Meetings

The notes of the meeting will inform the Request for Decision produced to seek approval from the Directors of Delivery and Policy, Strategy and Communications to for the scheme to progress to the next stage. The template for these notes is

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attached as Appendix 1. A checklist document has been produced for members of the Review Group with sample questions to consider as part of the review, which is attached as Appendix 2.

Variations and amendments

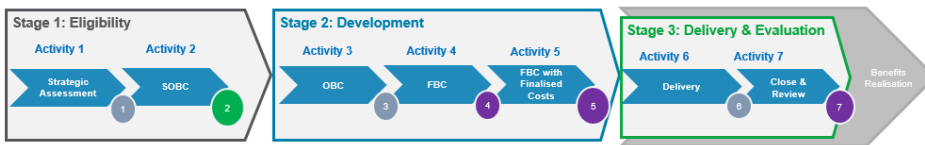
This Terms of Reference may be amended, varied or modified in writing after consultation and agreement with review group members.

Appendix 8 – Portfolio Management Group (PMG) terms of reference

1. **Purpose**

- 1.1. The purpose of the WYCA Portfolio Management Group is to review, monitor and report on WYCA's portfolio of capital programmes and projects.

WYCA Assurance Process



- 1.2. The WYCA Portfolio Management Group is an internal group and has no formal decision-making powers. When required, the Portfolio Management Group make recommendations which are then reported through the current WYCA governance arrangements for a formal decision/approval.

2. **Objectives of the WYCA Portfolio Management Group**

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

Authority on portfolio spend, outputs, outcomes/benefits, risks, issues and progress.

- g) Communication – maximise opportunities for publicity and marketing and ensure clarity and consistency of messages.

3. Membership / Attendance

3.1. Membership:

Note: Chair to circulate between the membership

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

3.2. Attendance:

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

3.3. Attendance (by exception / as required):

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

4. Meeting Format:

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

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

4.3. Standard Agenda:

- a) Introduction and Apologies
- b) Action Log
- c) Discussion papers
- d) Issues escalated from the other portfolio boards and other funding stream review groups

~~Last aFINAL, approved 28.02.2020~~**SUBJECT TO APPROVAL v 21.02.2020**

- e) Dashboards: spend, outputs, outcomes/benefits, risks, issues and progress.
- f) Risk Review
- g) Items for reporting to Cities and Local Growth Unit, Leadership Team, Organisational Management Team, Investment Committee and the Combined Authority
- h) Communications
- i) AOB

5. Records of Meetings

- 5.1. Notes will be taken and an action log will be produced and maintained.
- 5.2. The notes and action log will be circulated after the meeting and reviewed at the following meeting.

6. Making Recommendations

- 6.1. The WYCA Portfolio Management Group is an internal group and has no formal decision-making powers.
- 6.2. Any recommendations required, will be reported through the current Combined Authority governance arrangements for a formal decision/approval.

Updated: 7 August 2019

GLOSSARY

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

ERDF	<p>European Regional Development Fund:</p> <p>Aims to strengthen economic and social cohesion in the European Union by correcting imbalances between its regions. The ERDF focuses its investments on several key priority areas and is designed to reduce economic, environmental and social problems in urban areas.</p>
ESIF	<p>European Structural and Investment Funds:</p> <p>Includes money from the European Social Fund, European Regional Development Fund and European Agricultural Fund for Rural Development.</p>
EU	<p>European Union:</p> <p>An association of European nations formed in 1993 for the purpose of achieving political and economic integration. Incorporating the European Community, the European Union's member states are Austria, Belgium, Bulgaria, Croatia, Cyprus, the Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, the Netherlands, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, and the United Kingdom. In 2016 the United Kingdom voted by referendum to withdraw from membership in the European Union.</p>
EZ	<p>Enterprise Zone:</p> <p>An area in which state incentives such as tax concessions and infrastructure incentives are offered to encourage business investment. There are 24 enterprise zones in England.</p>
FBC	<p>Full Business Case:</p> <p>Provides the detail of the preferred solution for a project or programme. It confirms the benefit, cost and risk of delivering the preferred solution. FBC+ represents a full business case with finalised costs.</p>
GPF	<p>Growing Places Fund:</p> <p>Funding from the Ministry of Housing, Communities and Local Government that supports key infrastructure projects designed to unlock wider economic growth, create jobs and build houses in England. This fund comprises of £730 million.</p>
GVA	<p>Gross Value Added:</p> <p>Measures the contribution made to the economy and is a key indicator of the state of the whole economy. It measures the value of goods and services produced in an area.</p>
Green Book	<p>HM Treasury guidance for public sector bodies on how to appraise proposals before committing funds to a policy, programme or project.</p>
HE	<p>Homes England:</p> <p>Formerly known as Homes and Communities Agency. An executive non-departmental public body that is sponsored by the Ministry of Housing, Communities and Local Government. HE helps create successful communities by making more homes and business premises available to the residents and businesses who need them.</p>

HMT	<p>Her Majesty's Treasury:</p> <p>The government's economic and finance ministry, maintaining control over public spending, setting the direction of the UK's economic policy and working to achieve strong and sustainable economic growth.</p>
LCR	<p>Leeds City Region:</p> <p>A functional region around Leeds, West Yorkshire.</p>
LEP	<p>Local Enterprise Partnership:</p> <p>Locally-owned voluntary partnerships between local authorities and Businesses. Set up in 2011, they play a central role in deciding local economic priorities and undertaking activities to drive economic growth and create local jobs.</p>
LGF	<p>Local Growth Fund:</p> <p>Growth Deal funding provided to Local Enterprise Partnerships for projects that benefit the local area and economy.</p>
LIS	<p>Local Industrial Strategy:</p> <p>Led by Mayoral Combined Authorities or Local Enterprise Partnerships, to promote the coordination of local economic policy and national funding streams and establish new ways of working between national and local government, and the public and private sectors.</p>
LVU	<p>Land Value Uplift</p> <p>This is quantification of the net benefits of a scheme proposal. This measures the difference of value from the land's current use to when it is used for another purpose as an economic uplift and captures all private sector costs of development.</p>
MCA	<p>Mayoral Combined Authority:</p> <p>A combined authority with a mayor that is elected by the residents of the area. The mayor, in partnership with the combined authority, exercises the powers and functions devolved from government, set out in the local area's devolution deal.</p>
MD	<p>Managing Director:</p> <p>The person who is in overall charge of the running of an organisation or business. The Managing Director of the Combined Authority is also the Chief Executive Officer of the LEP.</p>
MHCLG	<p>Ministry of Housing, Communities and Local Government:</p> <p>Formerly known as Department for Communities and Local Government (DCLG). A ministerial department supported by 13 agencies and public bodies. They create great places to live and work, and to give more power to local people to shape what happens in their area.</p>

NPV	<p>Net Present Value:</p> <p>The difference between the present value of the future cash flows from an investment and the amount of investment. NPV is used to analyse the profitability of a projected programme or project.</p>
Nolan Principles	<p>The seven principles of public life, which are the basis of the ethical standards expected of public office holders.</p>
OBC	<p>Outline Business Case:</p> <p>This sets out the preliminary information regarding a proposed project/ programme. It contains information needed to help make a decision regarding the implementation of the project/ programme such as envisaged outcomes, benefits and potential risks associated.</p>
Orange Book	<p>HM Treasury guidance for public sector bodies on risk management.</p>
PAT	<p>Programme Appraisal Team:</p> <p>A team formed to ensure compliance with the assurance framework. It is a formal group of West Yorkshire Combined Authority officers who oversee the assurance process.</p>
PCR	<p>Project Closure Report:</p> <p>The final document produced for the project and is used by senior management to assess the success of the project, identify best practice for future projects, resolve all open issues and formally close the project.</p>
PIMS	<p>Portfolio Information Management System:</p> <p>A bespoke management system used to provide transparency, consistency, efficiency and focus on delivery.</p>
PMA	<p>Portfolio Management And Appraisal Team:</p> <p>A team formed to ensure a rigorous approach to the assurance process, including the appraisal of projects and monitoring and reporting on our portfolio, so we get the best schemes for our money</p>
QRA	<p>Quantified Risk Assessment:</p> <p>A structured approach to identifying and understanding the risks associated with hazardous activities. The assessment takes inventory of potential hazards, their likelihood and consequences.</p>
RAG	<p>Red, Amber and Green rating:</p> <p>Also known as the traffic light system and used as a visual cue to project performance.</p>
REM	<p>Regional Econometric Model:</p> <p>Incorporates aspects of four major modelling approaches; Input - Output, General Equilibrium, Econometric, and Economic Geography. It estimates the changes in total regional income and employment.</p>

SA	Strategic Assessment: This determines the strategic context for a programme/project and provides an early opportunity for key stakeholders to influence the direction, scope and scheme content.
SEP	Strategic Economic Plan: A long-term plan that shows how the LEP and Local Authorities will grow the economy and how its ambitions will be achieved. The SEP will be replaced by SEF during 2020.
SEF	Strategic Economic Framework: An agile, long-term strategic framework, incorporating both the new Local Industrial Strategy (LIS) as well as a full range of policies and strategies, reflecting the scale of our ambitions and priorities for the City Region.
SME	Small and Medium Enterprises: A company is defined as an SME if it has a staff headcount of either <50 (small) or <250 (medium sized). The company also needs to have a turnover or balance sheet total of ≤€10m (small) or ≤€50m (turnover) or ≤€43m (balance sheet) (medium).
SOC	Strategic Outline Case (SOC) The purpose of the SOC is to confirm the strategic context for the project, to make the case for change and to determine 'the preferred way forward'
SUD	<u>Sustainable Urban Development (part of the ESIF programme):</u> <u>Part of the European Structural and Investment Funds programme operating as an Integrated Territorial Investment Instrument, which demonstrates the value of place-based solutions in responding to social, environmental and economic challenges. The area to be covered by SUD is the City Region's urban core of West Yorkshire and York.:</u> <u>Development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Urban development should be guided by a sustainable planning and management vision that promotes interconnected green space, a multi-modal transportation system, and mixed-use development.</u>
TfN	Transport for the North A statutory sub-national transport body, which is a partnership of public and private sector representatives working with central government and national transport bodies to develop and deliver strategic transport infrastructure across the North of England.
UDM	Urban Dynamic Model: A simulation of how transport interacts with population, employment and land-use over long periods of time, typically ten years or more. It helps understand how transport could contribute to economic regeneration.
VfM	Value for Money:

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	The most advantageous combination of cost, quality and sustainability to meet customer requirements.
TAG	Web-based Transport Appraisal Guidance: Guidance on the conduct of transport studies. It provides advice on how to set objectives and identify problems, develop potential solutions, create a transport model for the appraisal of the alternative solutions and how to conduct an appraisal which meets the department's requirements.
West Yorkshire Transport Levy	An annual levy on the West Yorkshire authorities, which is used to invest in priority projects/programmes across West Yorkshire, helping to deliver a number of key transport priorities.