

Appendix 4 - West Yorkshire - Overview of Capacity Needs - February 2022

| Partner Name | IP1: Good Jobs and Resilient Businesses | | | | | |
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| | Strategic Need | Funding Required | Deliverables | Outcomes Targeted | Additionality Linked to Funding | Complementary Work |
| Bradford | Capacity into the Economic Development team - focus on inward investment & KAM. Develop Place Marketing proposal and Partnership for the District. Review Business and Enterprise Infrastructure. | £50k pa for ED & Investment Officer £80k (2022/23) establish DMO equivalent £50k (2022/23) review of business support and enterprise structure. | A clear inward investment proposition to enable a targeted investment programme - positioning Bradford to maximise opportunities through Gainshare funding, allocated to inward investment. Development of a pipeline of strategic investment proposals to support business enterprise and growth. | Increase in private sector investment. New jobs attracted to the district. Increase the size of Bradford business base. Safeguard existing jobs by enabling space for businesses to grow, Stronger partnership approach across the District to support new and existing business, with a clear gateway. | 100% funding towards additional capacity in the team. Positioning Bradford within the Tier system for DMO to enable access to funding and support. | Aligned to Development Frameworks in IP3 which will set out the employment and property land opportunities. Activity will be aligned to the WYCA Inward Investment programme. |
| Calderdale | Build an inclusive economy , taking forward initiatives based on initial pilot work, including spatially focused activity targeted on areas of need. Developing a strengths based perspective that also addresses broader inclusion goals | £50k pa x 3 yrs to develop circular economy projects, approaches to innovation and entrepreneurship that build on existing activity due to come to an end in 2023. £12k pa x 3 years Programme Manager to support overall development of the pipeline across IPs and ensure effective engagement with sub regional led initiatives. | Developing new approaches to business support that embed fair work, inclusive economy and community wealth building, lever in social value and prioritises deliverables in advance of 2023 funding end dates. Developing ongoing inclusive economy policy (as there is a move from a focus on recovery) and delivery that supports the growth and diversification of the business base. And connecting into major site development to ensure that they support business growth. Spatially focused in part on areas of most need / opportunity with delivery commencing 2023/24. | Outcomes resulting from pipeline development (and therefore on stream from 2023/24 onwards) Create good work Safeguard jobs and create new job opportunities Increase the size of the WY business base Reduce levels of deprivation Connect vulnerable people and deprived communities to economic opportunity Boost employment in growth sectors | 100% Funding | Builds on existing business support capacity which is limited to specific funded activity. Allows development of circular economy projects, and b corp focused activity that connects to work led by the climate / emissions pathway team – new work. Builds on existing activity to enhance social value, and learning from inclusive economy pilots in Calderdale. |
| Kirklees | The Council works very closely with the CA's Growth Service and trade/investment teams to support delivery of a wide range of business support, enterprise, trade, inward investment, and other initiatives. Some of this capacity is embedded within the Council. The WY business support system is continuing to evolve, with an increasing focus on the drivers of productivity, innovation and digitisation, machine learning and AI. Community Wealth Building is also a key mayoral priority. During this evolution there is a need for local capacity to shape CA policy in this area and ensure effective join up and avoidance of duplication. | Strategic Business Manager It is proposed to create one full-time post for the period to March 2025 with recruitment by August 2022. 1 FTE over 2.5 years at Grade 12 Total £124,647 The postholder will have specialist technical knowledge and skills in relation to the economic development agenda to shape WYCA strategy and programme development and support local delivery. | Shape/influence all relevant WYCA strategies/policies within scope of IP1 to ensure Kirklees issues and opportunities are fully reflected by end 22/23 Shape/influence all relevant programmes/projects within scope of IP1 to optimise opportunities for Kirklees businesses by end 22/23 | Reduction in regional emissions across all sectors of the economy. Businesses innovate and export Safeguarded jobs and new job opportunities Increase the size of WY business base Reduce levels of deprivation Connect vulnerable groups and deprived communities to economic opportunity | 50% funding requested as match for investments proposed in the Council's 2022/23 revenue budget (at Council in February 22) | There is strong and complementary existing working between the Kirklees Business growth team and WYCA. The capacity requested is to be able to continue this principle and way of working i.e. helping shape WY initiatives, helping connect local businesses and filling any gaps on the ground – not duplicating. |
| WYCA | <i>NIL – previous funding secured via Pledge Development Funding £0.5m & £0.2m Healthtech lead (Yr 1 gainshare) to work in partnership with Local Authorities. Approach to pipeline developed shared with Business, Economy, and Innovation Committee. Heads of Economic Policy codevelop a regional approach</i> | | | | | <i>2 new posts advertised (Dev Lead & Policy Officer) and Regional Healthtech Lead - 1 post will support partnership working across LA partners to develop regional business support interventions and initiatives.</i> |

| Partner Name | IP2: Skills and Training for People | | | | | |
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| | Strategic Need | Funding Required | Deliverables | Outcomes Targeted | Additionality Linked to Funding | Complementary Work |
| Bradford | <p>Development of a plan for skills for a sustainable economy across all sectors, build on CTE and Future Technology infrastructure.</p> <p>Development of a plan for digital skills, industry 4.0 and application across the breadth of the local economy.</p> | <p>£50k pa x 3 years to develop and refresh skills and employment plan across all sectors.</p> | <p>Specific plans for application of skills for sustainability and digital skills across the whole of the local economy.</p> | <p>Ensure local residents have the skills to access employment opportunities in the district.</p> <p>Ensure residents have access to training and skills development through various routes.</p> <p>To support and sustain key businesses and growth sectors in the local economy by ensuring provision of skilled workforce.</p> <p>Better career decision making for young people and career changers. Improved labour market intelligence for these two sectors clearly demonstrating opportunities and pathways to careers in the sectors.</p> <p>Increase % of 16-64 resident population in employment.</p> <p>Improve skills utilisation in workplace.</p> <p>Increased digital inclusion</p> | <p>100% of funding for new activity.</p> <p>Considerable partnership infrastructure – CTE and FTC District Boards to inform development work and oversee Implementation of plans. Will align leading practice with partner capacity and expertise, and education capital development and will be used to leverage further funding.</p> <p>Skills revenue funding streams including WYCA AEB and other devolved/delegated funds will enable delivery.</p> | <p>Aligned to pilot and strategy in IP4 which will increase visibility of green skills and employment in the local economy and stimulate learner and employer demand.</p> <p>CRF funded WY retrofit programme.</p> <p>College capital developments to support new curricula and implementation of the plan, including Towns Fund.</p> <p>Both strands of work align with specific Mayoral Pledges and related development funding for WY (see WYCA IP2).</p> |
| Calderdale | <p>Development of skills programmes to deliver green skills and progress in other priority sectors, including health and social care and digital.</p> <p>Green skills: responding to increased opportunity and corporate priority</p> <p>Digital skills: responding to inclusion agenda</p> <p>Health and social care: responding to labour market needs, and ability of the Local Authority to help shape the market</p> | <p>£50k / annum x 3 years to develop a more strategic approach to integrated employment and skills activity.</p> <p>Year 1: £34k for external support to bring partners together to develop a strategic direction and associated pipeline.</p> <p>£12k / annum x 3 years to support the overall development of the pipeline across investment priorities and ensure effective engagement with sub regional led initiatives.</p> | <p>Development of partner owned priorities for action that inform future delivery.</p> <p>A pipeline of activity at a local and sub regional level that integrates adult education, employment and skills, including business case development where necessary, particularly in advance of 2023 funding end dates.</p> | <p>Outcomes resulting from pipeline development (and therefore on stream from 2023/24 onwards)</p> <p>Support individuals to access learning through different formats and settings</p> <p>Enable communities to become more resilient and sustainable</p> | <p>100% Funding</p> | <p>Builds on existing capacity via adult education and employment and skills teams, and increases impact of partner contributions. Connects to work on digital inclusion and workforce development in the health and social care sector, including ensuring approaches work effectively within Calderdale's economy.</p> |
| Kirklees | <p>1. Working with WYCA colleagues to inform and influence pan regional E&S programmes.</p> <p>This would include</p> <ul style="list-style-type: none"> Maximising opportunities presented by Devolution (starting with AEB / level 3) Development of key sector offers including care, digital, creative, and manufacturing | <p>2x FT Grade 16 Strategic Partnership Managers March 2025 with recruitment by August 2022 over 2.5 years Total £322,711</p> <p>These role/ s would assist in the delivery of the local E&S Plan; the Skilled and Highly ambitious people strand of KES and the WYCA Employment and Skills framework.</p> | <p>Deliverables are expected to include:</p> <ul style="list-style-type: none"> Development of an annual plan identifying local priorities and delivery against regional priorities for AEB and level 3. (annual) Business cases for programmes to support key sectors / address local E&S priorities. By 23/24 | <p>Safeguard jobs and create new job opportunities.</p> <p>Support individuals to access learning through different formats and settings.</p> <p>Support new ways of curriculum delivery.</p> | <p>50% funding requested as match for investments proposed in the Council's 2022/23 revenue budget (at Council in February 22)</p> | <p>There is strong and complementary existing working between the Kirklees Business growth team and WYCA. The capacity requested is to be able to continue this principle and way of working i.e. helping</p> |

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| | <p>2. Working with WYCA and local partners to identify local priorities in preparation for UKSPF. This would include working with universities, colleges, internal stakeholders, utilising intelligence local insight to identify need and developing business cases to address.</p> | <p>They would also support development of intelligence led business cases for programme development.</p> | <ul style="list-style-type: none"> Monitoring performance and impact of agreed success measure of local E&S Plans - ongoing Provider WYCA with a more strategic input into making their programmes relevant for Kirklees leading to more successful impactful programmes. - Ongoing | <p>Enable communities to become more resilient and sustainable.</p> <p>Employers manage job design and skills so that organisations can build resilience to change.</p> | | <p>shape WY initiatives, helping connect local businesses and filling any gaps on the ground – not duplicating. The capacity sought is designed to give us greater ability to help shape and develop WY as well as local initiatives and ensure complementarity as current LA capacity is very delivery focused.</p> |
| WYCA | <p>Previous funding secured via Pledge Development Funding to work in partnership with LAs, particularly on skills and Mayoral pledge to create 1000 green jobs for young people.</p> <p>Policy Officer - additional capacity to support employment policy and programme work - also contribute to IP1 & 6.</p> <p>Dev Lead: To secure future year funding against this Mayoral priority, coordinating the digital skills landscape and identifying opportunities)</p> | <p>Gaps on employment policy and digital –</p> <ul style="list-style-type: none"> 1x New Policy Officer GR K £54,328 pa x 3 yrs (£163,000 3 years) Digital Skills Dev Lead extension - part contribution 2022/23, full contribution further 2 years £148,495: (Sept 2021/22 £24,849, Sept 2023/24 full costs (£61,823k), Sept 2024/25 full costs (£61,823k) <p>£311,495</p> | <p>Business cases/ proposals developed to 2024 to support initiatives around employment to enable development of employment and skills pipeline in rapidly evolving labour market - linked to business demands, promotes equality and diversity.</p> <p>Digital Skills plan implementation and supporting delivery of digital academy.</p> | <p>Increase % of 16-64 resident population in employment)</p> <p>Number of unemployed (including long-term unemployed) participants supported.</p> <p>Number of inactive participants supported.</p> <p>Number gaining employment, engaging in positive activities that address barriers to work or widen participation in training</p> <p>Number of NEETs / post education destinations.</p> <p>Number of NEETs in disadvantaged groups supported.</p> <p>Number of 16-24 / 50+ unemployed in disadvantaged groups supported</p> <p>Prevalence of "flexible" employment modes.</p> <p>Participation in employment and skills programmes and across disadvantaged groups</p> | <p>Gap funding (existing post) and 100% funding for new post</p> | <p>Devt pledge funding also utilised – 0.5m (Dev Lead and Policy Coordinator) support partnership working across LA partners to develop the regional pipeline.</p> |

| Partner Name | IP3: Creating Great Place and Accelerated Infrastructure | | | | | |
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| | Strategic Need | Funding Required | Deliverables | Outcomes Targeted | Additionality Linked to Funding | Complementary Work |
| Bradford | <p>Enabling Sustainable Housing and Growth – brownfield sites, key strategic housing sites (City Village, Holmewood, New Bolton Woods).</p> <p>Business Case Devt., Project Mngt of key regen projects i.e., Southern Gateway, City Village, Bradford South, Affordable Housing Programme</p> <p>Delivery of Devt Frameworks for City of Bradford, Keighley, and Shipley Constituencies</p> <p>Land/Property Acquisition Programme to support employment.</p> <p>Economic Plan refresh.</p> <p>Accelerate clean growth city district delivering enhanced sustainability and inclusion. Support to Sustainable Growth portfolio, pipeline devtgt – within District clean growth approach.</p> | <p>£450k for 3 posts (£50k pa per post) = 1 x Housing Growth Officer to focus on delivery of affordable homes to meet mayoral pledge. 2x regen programme managers to oversee development and delivery of strategic frameworks.</p> <p>£60k (2022/23) development of a Housing Enabling & Growth Strategy.</p> <p>£100k (£50k 2022/23, £50k 2023/24) business case development. 4x £25k for areas identified.</p> <p>£250k towards the 3 Development Frameworks.</p> <p>£50k (£20k 22/23, £20k 23/24. £10k 24/25) land & property search database.</p> <p>£50k (2022/23) Economic Plan Refresh</p> <p>£100k (£50k 22/23, £50k 23/24) Clean Growth Delivery Programme.</p> | <p>Strategy with clear action plan for investment in sustainable housing growth.</p> <p>Strategic Development Framework for Sustainable Urban Extension of up to 2000 new homes and supporting infrastructure.</p> <p>Masterplan and Business Case for the Southern Gateway and Bradford South.</p> <p>Delivery plan for investment on brownfield and stalled sites.</p> <p>Development Frameworks for City of Bradford, Keighley, and Shipley with clear investment proposals.</p> <p>Completed property/site search in support of delivery of development frameworks, with a clear programme of priorities for acquisition or enabling.</p> <p>Revised Economic Plan for Bradford with delivery action plan.</p> | <p>New homes enabled and delivered.</p> <p>Accelerate development on brownfield sites.</p> <p>Development of a sustainable HRA. Masterplan and detailed delivery programmes for key housing sites.</p> <p>Detailed economic business cases for identified regeneration programmes to enable them to progress through future funding rounds.</p> <p>Delivery of high level Strategic Development Frameworks for constituency areas. Set future strategic direction and a set of clear priorities for investment.</p> <p>Employment land brought forward for development.</p> <p>Safeguard and new jobs into the area.</p> <p>Pipeline of infrastructure investment p[priorities to enable development.</p> <p>Delivery of sustainable City and town development to respond to a changing economy.</p> <p>A new Economic Plan for Bradford.</p> | <p>50% match identified within own resources towards development frameworks and business case development.</p> <p>100% funding for additional posts.</p> | <p>Housing Enabling and Growth Strategy is aligned to work commissioned through Local Partnerships with a focus on brownfield site development and delivery of affordable homes.</p> <p>City Village – next phase of development following the Cushmanns report funded via WYCA.</p> |
| Calderdale | <p>Delivering sustainable and affordable housing. Implementation of Calderdale Housing strategy, maximising opportunities presented by the adoption of Local Plan in 2022/23.</p> <p>Addressing shortfall in Housing Delivery Test, and delivering against the mayoral priority. and . .</p> | <p>£182k pa 3 yrs - support the creation of 4 additional posts that will proactively engage, advise and problem solve on large, strategic new housing sites.</p> <p>Year 1: £105k Years 2+3: £75k / annum develop multi-disciplinary approach to bringing forward housing delivery, feasibility studies and development of business cases.</p> <p>£12k pa x 3 yrs - support the devt of pipeline across IPs and ensure effective engagement with sub regional led initiatives.</p> | <p>Creation of a multi disciplinary team and that maximises existing capacity.</p> <p>Refreshed Housing Delivery Test Action Plan, as the basis for subsequent delivery of a pipeline of delivery, supported by appropriate business cases.</p> <p>Connected to IP4 activity with a focus on setting a benchmark in terms of eco development where viability tests allow.</p> | <p>Outcomes resulting from pipeline development (and therefore on stream from 2023/24 onwards)</p> <p>Accelerate the transformation of Calderdale's towns and cities into successful, resilient, sustainable places</p> <p>Strengthen existing places</p> <p>Reduce fuel poverty</p> <p>Create new future proofed well designed developments</p> <p>Affordable and low carbon homes</p> | 100% funding | <p>Builds on existing capacity via Housing Growth team and Housing Development Company.</p> <p>Aligned with new investment in the planning service to commence 2022/23. Informed by further work on Housing Delivery Test action plan which is currently being reviewed.</p> |
| Kirklees | <p>Unlocking Housing Growth & Regeneration of SPA (Dewsbury Riverside) - development of planning, modelling and design of wider area interventions to unlock development site, incl. promotion of active travel, modal shift and public transport integration helping to address the climate emergency.</p> | <p>Consultancy support to model, design, and draft high-level strategy</p> <p>£73,387</p> | <p>Assessment of wider infrastructure considerations for deliver the Dewsbury Riverside housing allocation in the Kirklees Local Plan, including highway modelling and junction designs for wider highway network around Dewsbury Riverside and connecting to Dewsbury Town Centre by end 2022</p> | <p>New Homes enabled and completed within SPAs</p> <p>Jobs accessible by public transport from deprived communities</p> <p>Increased government investment</p> | <p>Funding sought is in additional to existing core Council budgets to help accelerate key projects e.g. Dewsbury Riverside</p> | <p>Funding sought will sit alongside existing investment in place making, housing growth and infrastructure and help accelerate delivery of key priorities.</p> |

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| | Embedding good quality design and its contribution to health, equality, safety and active travel etc | | Incorporation of walking and cycling improvements, public transport improvements, and reduced congestion to unlock 4,000 home urban extension, including affordable housing, other on-site infrastructure, and the wider regeneration benefits. By 23/24 | Decrease in households in transport poverty Increased mode share for active/sustainable modes | | |
| | Developing solutions for sustainable transportation interventions to facilitate economic, housing, town centre regeneration, and wider spatial growth | Consultancy and Development Support to Town Centre programmes £75,000 | Deliverables are expected to include By end 22/23: <ul style="list-style-type: none"> Dewsbury Land Strategy Continued PM support on Station to Stadium Enterprise Corridor (S2SEC) Huddersfield Transport Movement work HVM Strategy. | Commercial property occupancy Number of premises connected to gigabit capable broadband Number/share of green jobs Space created for cultural and arts activity within SPAs Increased government investment Hectares of land remediated and prepared for development | | |
| Leeds | <p>Accelerating Affordable & Sustainable Housing Growth across Leeds. Local Plan housing delivery target of c3250 home pa - dedicated housing team in Regen service - co-ordinates cross-service/sector partnership activity. Leeds consistently in top 3 LAs nationally for housing growth last 5yrs - 2.2% of national housing delivery and 42% of WY's delivery. Provision of affordable homes within annual target consistently fails to meet needs of people - city needs 1200 affordable homes pa. To address this shortfall funding allows certainty to add a step change in renewed focus and sector capability into the established multidisciplinary expertise in LCC - mix of housing and place delivery professionals - new partnership, devt models, optimising viability and mixed tenure outcomes from pipeline and through alignment of affordable hsg devt opportunities in place and regen plans for market delivery incl progress complex schemes, unlock brownfield sites, rapid implementation of Leeds Affordable Housing Partnership Delivery Plan currently in production and support the review, implementation of Local Plan policies.</p> <p>The capacity created and retained in Leeds through this funding has potential to roll out learning and support to other districts through peer networks, WYCA governance and active officer engagement in problem solving and shared pipeline development.</p> | <p>£1,257,000 overall Up to 5 FTE housing and place expertise, including Exec Manager leadership and team resources PO6-PO2.</p> <p>Site studies to include: Feasibility, Site capacity, Stage 1 checks, Intrusive surveys, Site contamination monitoring, Capacity support through consultancy expertise as reqd, Legal advice, Planning, Lifecycle scheme devt incl. spec to incl. efficient and effect inclusion of MMC and climate emergency best practice for the acceleration of application.</p> <p>Funding FY 24 & 25 to enable certainty in the devt and implementation of pipeline, devt models and mainstreaming of new approaches to ensure continuity of a long-term future proofed pipeline of residential schemes.</p> | <p><u>Year One 22/23 – LCC currently funded Activity</u> - <i>Deliver an endorsed Leeds Affordable Housing Partnership Plan (which could then be adapted by other districts if helpful).</i></p> <p><u>Year two / three (23/24-24/25)</u> Activity will be set out from the above year one tasks targeting interventions and support with the aim to specifically accelerate delivery and drive up the number of affordable homes delivered pa. Leeds will also have a retained focus on market residential schemes utilising the same unlocking approach. Timescale will depend on individual site issues and complexity. Actions will include:</p> <ul style="list-style-type: none"> Individual site assessment and investigations Models of delivery and partnership Targeted delivery advice including potential for acquisition of sites and robust approach to deploying statutory powers, in partnership with WYCA. Identified portfolio disposals as per the Brownfield Land Programme previously delivered. | <p>New homes enabled and Completed within SPA's'</p> <p>Hectares of land remediated and prepared for development'</p> <p>Target for additional delivery of affordable housing over and above the 10 yr. av.</p> <p><i>Affordable housing ambitions are district-wide, but main SPA is Leeds City Centre - ensuring the major, high density developments driven through market activity and characterising the city centre expansion (where there is capacity for c20,000 new homes), are brought forward as part of a mixed tenure sustainability ambition, which reflects the three cross cutting WYIS themes in targeting the climate emergency (housing quality and specification), ensuring inclusive growth (mixed tenure housing meeting needs of all residents) and reducing inequalities (mixed tenure embedded in regen and connectivity plans as city centre grows). This will result in:</i></p> <p>Increased government investment.</p> <p>Increased investment in R&D</p> <p>Reduction in fuel poverty.</p> <p>Warm, healthy, affordable, and low carbon homes</p> <p>Reduction in the proportion of households in fuel poverty, improving the living standards of residents.</p> | <p>LCC has an established Regen team and a dedicated direct delivery team for additional Council Housing. This funding will provide additional dedicated housing capacity into the service to create a step change in the volume of affordable homes delivered across the city which despite a series of targeted interventions consistently falls short of the annual need.</p> <p>100% funding for enhanced activities which will benefit from sitting within an experienced multidisciplinary place team leveraging embedded knowledge and expertise.</p> | <p>Regen team supports delivery of housing growth across all markets, understands issues, experienced in unlocking complex sites/models - recognises success is product of partnership / relationship building, place vision setting, clear area regen planning, market making, place making.</p> <p>Benefits the enhanced proposal to accelerate affordable delivery, working with all stakeholder and undertake site-level investigations as well as market and sector level understanding to build a delivery proposition.</p> <p>No duplication of efforts in proposal but an offer of aligning best practice with more capacity and expertise to accelerate deliver of a long-standing issue</p> <p>The Service is part way through preparation of the Leeds Affordable Housing Partnership Delivery Plan. This provides a clear understanding of the policy and delivery issues at play. This proposal will allow the rapid implementation of its recommendations to</p> |

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| | | | | | | accelerate and increase affordable homes across the city which provide good quality and stable housing options for all people. |
| Wakefield | Wakefield City Centre Masterplan: Final masterplan due to be adopted in February 2022, and capacity is required to support the development of business cases and delivery of projects. | 2 x Regen Posts: £75k pa 22/23 and £100k per annum for 23/24 and 24/25. (This might change to consultancy support if recruitment proves challenging). | Development of projects and business cases linked to the Wakefield City Centre masterplan. Timescales will vary depending on projects, but the focus will be on deliverables within the next 3 years. | Commercial property occupancy, Increased government investment. | Wakefield City Centre Masterplan - funding will support delivery of the masterplan, due for adoption Feb 2022. | Sits alongside existing work on Towns Fund. Enables additional activity to be delivered derived from the masterplan which no capacity for. |
| | Castleford Aire River Growth Corridor and Knottingley Master Plan: Capacity required to support the development of a business plan to bring forward housing land. Professional Support: Finance, legal and procurement capacity required to support the delivery of existing and future capital projects. | 2 x Regen Posts: £53k pa 22/23 and £70k pa 23/24, 24/25. Finance Post: £45k pa 22/23 and 60k pa 23/24 and 24/25 Procurement Post: £45k pa 22/23 and 60k pa 23/24 and 24/25 Legal Outsourcing: £30k pa 22/23, 23/24 and 24/25. | Development of projects and business cases linked to the masterplans. Timescales will vary depending on projects, but the focus will be on deliverables within the next 3 years. Development of projects and business cases linked to the masterplans. Timescales will vary depending on projects, but the focus will be on deliverables within the next 3 years | Hectares of land remediated and prepared for development. Increased government investment. | Castleford Aire River Growth Corridor Masterplan: The funding will support 100% the delivery of additional activity. | This activity will complement existing work such as the Brownfield Housing Fund. |
| WYCA | Some revenue through housing revenue funding, but time limited and not sufficient to meet Mayoral expectations and ability to work effectively with Districts and other partners to develop pipelines. Urgent need to secure existing capacity / posts ending March 2022 to continue work to develop housing pipelines (including brownfield, sustainable and affordable homes) and programme of urban design activity to raise the quality of places, improving health, building in equality, and leading by example on sustainability priorities. A need to secure capacity for project and programme development on place-based regeneration an area of activity currently not resourced and flood risk and digital infrastructure to build on existing resource of 1.2 FTE across both priorities – required to update the policy position in these areas and accelerate programme & business case development | Programme Manager (regen and hsg pipeline project devt) Grade L (currently funded to Mar 22 HRF – looking to extend HRF into next year and gainshare thereafter) £185,469 Policy Coordinator (hsg revenue programme management) Grade J (currently funded to Mar 22 HRF – looking to extend HRF into next year and gainshare thereafter) £94,838 Head of Design Quality / Inclusive Design Grade M (currently funded to May 22 only) £107,599 . Assumption that part funded through project costs but wider work e.g., dementia taskforce not capitalised Policy and Development Lead (employment sites and SPA project development) Grade L NEW POST £185,469) Policy Officer X 2 (Accelerated infrastructure project development) Grade K NEW POST (£325,968) Total : £899,343 | Supporting partners to deliver 5000 affordable and sustainable homes target - pipeline of affordable and sustainable housing next 5/10yrs. and aligned to future rounds of BHF Strengthen strategic relationships with WYHP & Homes England - align Mayor's Pledges. Develop new housing strategy to include priorities aligned with sub-pledges working with district partners/providers. Facilitate Dementia Ready Housing Taskforce pledge delivery. Accelerate work on SPAs - build priorities for strategic support incl. employment sites and regen projects in pipelines. Explore use of tools / powers secured through devo (incl CPOs and Mayoral Development Corporations) - deliver desired outcomes on place-based priorities. Ensuring quality of design, quality of place embedded in projects across IPs. Support visioning, early consideration in SPAs and deliver master-planning support and design training to districts to drive better outcomes for places in West Yorkshire. Refresh of Flood Review to improve consistency with Climate and Environment Plan and Net Zero ambitions. Development of business case for Business Flood Recovery & Resilience Grants Programme. Digital infrastructure opportunity mapping confirm levels of broadband coverage and potential priority areas for digital investment. Tool provides a) evidence base for future digital programmes, refresh of Digital Framework's Infrastructure Action Plan to identify challenges, tools to be used to | Will contribute to a range of outputs results including: New homes enabled and completed within SPAs. Number of premises with enhanced flood protection. Number of businesses with enhanced flood resilience. Number of premises connected to gigabit capable broadband. Access to gigabit capable broadband in deprived areas. Capital investment (including on transport) undertaken with existing communities, addressing the needs Of people including a role in the development (through design, jobs & training) and to genuinely benefit from its results (through healthier, positive, and greener places). To accelerate the transformation of West Yorkshire's towns and cities into successful, sustainable places New developments incorporating blue and green infrastructure and giving priority to the design of future-proofed homes, including space for working/study Streets and spaces that encourage mode shift to walking and cycling and promote physical and mental health, while reducing CO2 and NOx and reducing transport poverty. To reduce inequalities by tackling the number of properties especially in the 20% most deprived areas who have no or | 100% funding ask | No development pledge funding received. This funding will support partnership working across local authority partners to develop the regional pipeline. |

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| | | | <p>address them; b) an evidence and position for local partners to shape up to £230m of DCMS investment in WY under Project Gigabit</p> <p>Development of business case for a WY Urban Gigabit Voucher Programme - programme will operate alongside Superfast and Gigabit Programmes, target 'not spots' in hard-to-reach urban areas not being connected commercially. Programme likely to be funded via WY&Y Broadband Gainshare.</p> <p>Provide policy/strategy engagement (working alongside a delivery resource) into DCMS' £5bn national programme for broadband delivery. Significant investment being deployed across WY (c£128-218m). Project will need significant local input to ensure its benefits are maximised locally and its delivery targets the correct areas. A Partnership Agreement is in development which will clarify the role of local bodies</p> | <p>little access to Superfast Broadband and only 3% to Full Fibre.</p> <p>Reduction in fuel poverty through housing based retrofit and higher energy efficiency new development.</p> <p>To strengthen existing places and build on learning from district Streets for People pilots, and the opportunity to increase flood resilience for the communities that have faced devastating impacts in the events of 2015 and 2019</p> | | |
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| Partner Name | IP4: Tackling the Climate Emergency | | | | | |
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| | Strategic Need | Funding Required | Deliverables | Outcomes Targeted | Additionality Linked to Funding | Complementary Work |
| Bradford | <p>Development & delivery of a Hydrogen test bed at the Advanced Fuel Centre, Bowling Back Lane, including partnership working with WYCA and bus operators to roll out inter-district hydrogen bus routes</p> <p>Support to Sustainable Development / Clean Growth Strategy, including feasibility/business cases for pipeline projects and co-delivery on the WY Climate and Environment Plan</p> | <p>£100k consultancy support towards business case development (£50k 22/23, £50k 23/24).</p> <p>Technical consultancy required for H2 Infrastructure development.</p> | <p>Technical consultancy to support design (including green hydrogen production), planning application and procurement of H2 infrastructure as part of Advanced Fuel Centre development.</p> <p>Support for defining, developing and delivering projects through the Clean Growth Strategy and co-delivery of the WY Climate and Environment Plan</p> | <p>Carbon reduction, development of clean fuel production and implementation of zero emission bus services / refuse collection services. Increase in skilled, Clean Growth jobs</p> <p>Sustainable, carbon reduction, climate resilience and Clean Growth. Increase in skilled, Clean Growth jobs</p> | <p>H2 infrastructure & bus subsidy funding will seek Government & CA support and inward investment from bus operators, matched by Clean Air Zone revenue</p> <p>Will support funding bids and inward investment, potentially match funded via CAZ revenue</p> | <p>Increase the scope of the Advanced Fuel Centre (AFC) to provide hydrogen refuelling.</p> <p>The AFC has approved £3m capital funding to date for site preparation and biomethane refuelling.</p> |
| Calderdale | <p>Developing and implementing proposals in West Yorkshire Climate and Environment Plan</p> <p>Addressing Calderdale's corporate priority of responding to the Climate Emergency, informed by the emerging partner owned Climate Action Plan (as well as associated work on the ecological emergency and resilience / adaptation).</p> | <p>£100k pa x 3 yrs to support 2/3 posts that engage with communities to work up locally developed schemes and bring forward new activity as part of Calderdale's ERP.</p> <p>Year 1: £20k - External support to assist in developing approaches and maximising use of resources to address resilience and biodiversity alongside improvements in emissions pathway reductions.</p> <p>£35k pa x 3 yrs - For feasibility studies and detailed design work associated with major scheme development.</p> <p>£12k pa x 3 yrs- to support the overall development of the pipeline across IPs and ensure effective engagement with sub regional led initiatives.</p> | <p>Support for retrofit business case development associated with the above housing development resource.</p> <p>Activity aligned to Capital Plan commitments, maximising match funding potential, and building on existing project development capacity to support detailed design work.</p> | <p>Outcomes resulting from pipeline development (and therefore on stream from 2023/24 onwards)</p> <p>Reduction in regional emissions across sectors of the economy</p> <p>Support the development of local supply chains, jobs, and skills</p> <p>Energy efficient workplaces</p> <p>Reduction in energy and fuel costs</p> <p>The region is resilient to the impacts of a changing climate</p> | 100% funding | <p>Builds on existing capacity in the climate / emissions pathway team. Increases ability to align resources across the Council and with partners via Climate Working Party.</p> <p>Activity aligned to Capital Plan commitments, maximising match funding potential, and building on existing project development capacity to support detailed design work.</p> |
| Kirklees | <p>Capacity to increase resource capabilities to develop Environmental & Sustainability objectives both locally (Kirklees) and complementary of the WY regional Net Zero Target of 2038.</p> <p>This capacity would develop pipeline projects that support the NZ 2038 target including partnership and districtwide projects. These could include renewable energy feasibility studies and viability assessments, Heat decarbonisation, green infrastructure and scalable domestic retrofit.</p> | <p>2x Grade 12 Climate Change & Sustainability Project Development Officer</p> <p>It is proposed to create two full-time posts for the period to March 2025 with recruitment by August 2022.</p> <p>2 FTEs over 2.5 years at Grade 12</p> <p>Total £249,295</p> | <p>Deliverables are expected to include:</p> <ul style="list-style-type: none"> Renewables Feasibility and Viability assessments on Council owned land by end 22/23 Development of Business Cases including identifying alternative financial mechanisms for delivery by end 23/24 | <p>This investment would be expected to impact across the full range of IP5 outcomes.</p> | Funding sought is in additional to existing core Council budgets being invested to develop a strong low carbon / sustainability project development capacity. | The Council is developing its low carbon pathways work and associated action planning. The capacity sought will provide additional capacity to take forward this work towards delivery and participate in collaborations to define what activity is best taken forward at a WY, district or more local level. |
| | <p>Develop programmes which enable expert advice to and engagement with internal stakeholders, residents, businesses and partners on climate resilience initiatives and carbon reduction measures i.e., energy efficiency, supporting economic, social, and environmental outcomes. There is also a need</p> | <p>1x G10 Low Carbon & Sustainability FT to March 2025 - recruitment by Aug 22. Total £103,543.</p> <p>To engage with schools and/or businesses to develop green skills, jobs, carbon reduction pathway plans and to</p> | <p>Deliverables are expected to include by end 23/24:</p> <p>Domestic and Corporate Building fabric assessments to support development of heat decarbonisation plans and develop specific actions to improve energy efficiency.</p> | <p>Reduction in regional emissions across all sectors of the economy.</p> <p>Affordable and low carbon homes, energy efficient workplaces.</p> <p>Reduction in energy and fuel costs.</p> | | |

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| | for strategic development of Heat decarbonisation plans and resource to support the development of these projects and programmes. | provide energy efficiency advice packages to ensure achieve districtwide NZ target by 2038. | Implementation of new innovative BEMS systems for corporate energy efficiency to achieve required internal carbon reductions. Monitoring, reporting on and promotion of strategic actions in response to the Climate and Ecological emergencies, including areas. | | | |
| | Capacity to assess the carbon impact of major planning applications. | 1x FTE GR12 Planning Officer with specialist expertise in carbon assessment of major planning applications. Costed at a 1-year fixed term post. Opportunities will be sought to create shared capacity across districts for this purpose, pooling similar contributions from other LAs - or alternatively use the sum to commission consultancy support. Total £49,859 | Multiple assessments of the carbon impact of major planning applications – ongoing. | Reduction in regional emissions across all sectors of the economy. Affordable and low carbon homes, energy efficient workplaces. Reduction in the proportion of households in fuel poverty. Reduction in energy and fuel costs. | | |
| | Resource which supports ability to increase interpretation of data and intelligence locally and Regional WY level, to monitor, evaluate and challenge project delivery or to review strategies alongside pipeline project development. | External consultancy Support for Kirklees Environmental & Sustainability Strategy development and associated action plan £75,000 | Deliverables are expected to include by end 23/24:: <ul style="list-style-type: none">Domestic and Corporate Building fabric assessments to support development of heat decarbonisation plans and develop specific actions to improve energy efficiency.Implementation of new innovative BEMS systems for corporate energy efficiency to achieve required internal carbon reductions. Monitoring, reporting on and promotion of strategic actions in response to the Climate and Ecological emergencies, including areas. | This investment would be expected to impact across the full range of IP5 outcomes. | | |
| Wakefield | Hydrogen Vehicle Refuelling Centre Feasibility Study: Funding to support the development of a feasibility study and outline business case for a regional Hydrogen vehicle refuelling centre at the nexus of the strategic highway network to support decarbonisation of HGVs operating long-haul operations. | Consultancy Support: £99,500 for 22/23 | Development of a business case which might require capital funding to secure delivery. Timescale is to have a completed business case by the 22/23 financial year. | Reduction in CO2 emissions (per capita and by sector). Increased mode share for active / sustainable modes | Hydrogen Vehicle Refuelling Centre Feasibility Study: This is a new project which will be 100% funded by the capacity fund. | This project will help to contribute towards the wider Net Zero objectives of the Combined Authority. Specifically phase one of the NZ Accelerator programme which will focus on developing projects related to the decarbonisation of transport and buildings as the two sectors with the highest carbon emissions in the region and in addition critical nature recovery and resilience activities. |
| WYCA | Plan and deliver the first priorities of the Climate and Environment Plan in partnership with Districts (Yet to be developed / agreed – breakdown of the 40 million: Better Sustainable Homes £10m, Nature Based Solutions & Recovery £6m Clean, Smart, Flexible Energy £6m, Business Sustainability £6m, Climate Ready People and | Policy Officer X 2 (Policy and development) GR K New (£325,968) Carbon assessment on major planning applications Policy Assistant x1 grade H £110,580 | Development of business case for delivery of Climate and Environment Plan priorities (£40m). This will include: 1x Programme and c. x7 Project business cases (see Strategic Need column) The project business cases will align with the resource and work from the NZRA Programme | Reduction in households in fuel poverty Reduction in CO2 emissions (per capita and by sector). Increase in energy efficiency of homes and workplaces. | 100% Funding ask | 0.8m received yr. 1 gainshare 'Net Zero Accelerator' – for developing the pipeline. Will be utilised in conjunction with this but does not duplicate. |

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| | <p>Places £6m, Communications, Engagement, Behaviour Change £3m Leading by Example £3m</p> <p>4 Key priorities for early development: Clean Air / Housing retrofit / Nature recovery (inc. community level nature projects) / Business support.</p> | <p>£79,614 consultancy support/ R+I support across the IPs to access support on energy and environmental economics / intelligence to support bid writing and pipeline / programme development.</p> <p>Total : £516,162</p> | <p>by providing projects to be guided & accelerated through that process. The business cases will facilitate engagement with the private sector and other investors on specific projects to attract additional investment to deliver the Plan's objectives.</p> | <p>Increase in local clean energy generation and demand met from clean energy sources.</p> <p>Increase in green and blue infrastructure and nature.</p> <p>Reduction in av number of trips by private car.</p> <p>Number/share of green jobs</p> | | <p>Will support further partnership working across local authority partners to develop the pipeline</p> |
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| Partner Name | IP5: Future Transport | | | | | |
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| | Strategic Need | Funding Required | Deliverables | Outcomes Targeted | Additionality Linked to Funding | Complementary Work |
| Bradford | Development of Integrated Transport Plans for District and spatial priority areas. | <p>£100k (2 years@£50k pa 22/23, 23/24) post of Strategic Transport Officer to oversee development of ITP.</p> <p>£100k (£50k 22/23, £50k 23/24) technical feasibility support towards ITP development.</p> | <p>Development of project pipeline focused in infrastructure improvements and modal shift to support clean economic growth.</p> <p>Formulating a clear and coherent plans for how key strategic sites will be served supported and unlocked by transport and highways infrastructure in priority areas of the District.</p> <p>Also ensuring plans align with a wider sustainable transport strategy for the Bradford District.</p> | <p>Improved connectivity to key employment opportunities.</p> <p>Contribute towards of the vision of a Clean Growth City.</p> <p>Connecting and maximising the full potential of employment and housing sites across the district for communities through the most efficient and sustainable means of transport infrastructure</p> <p>Securing employment and housing opportunities for local communities across the District</p> <p>A holistic and integrated approach to unlocking levelling up opportunities across the District</p> | <p>100% funding of a post.</p> <p>Contribution towards technical feasibility feeding into wider transport plans.</p> | Aligned to Development Frameworks and enabling delivery. |
| Kirklees | <p>Developing solutions for sustainable transportation and transportation interventions to facilitate economic and spatial growth</p> <p>To develop intelligence for behavioural change programme.</p> | <p>2x FTE GR 14 Transportation Project Managers – 2 FT Mar 2025 - recruitment by Aug 22. 2.5 years - Total £287,583</p> <p>1 x GR 14 Senior Cycling Officer – 1 FT 2 years - March 2025 - recruitment within 2022/23 - Total £115,033</p> | <p>Project pipeline to be created based around key transport strategy/outcomes/priorities by end 23/24: e.g.:</p> <ul style="list-style-type: none"> List of rail, bus, mass transit, demand responsive transport, walking and cycling interventions taken to expression of interest/SOBC stage (on a prioritised and evidenced basis) <p>Developing behavioural change functionality to promote modal shift towards bus, rail, walking and cycling</p> | <p>Transform access for Kirklees's communities of persistent poverty to employment opportunities and skills centres.</p> <p>Improved air quality and reduction in car dominance.</p> <p>Ensure that people are enabled to make sustainable travel choices from housing and employment sites.</p> <p>An affordable, simple, integrated, and accessible system for people to travel anywhere by public transport.</p> <p>Passenger growth on bus, rail, and future transport networks. Bus is effective and affordable mode.</p> | Funding sought is in additional to existing core Council budgets which are focussed almost exclusively on current delivery, not project pipeline development. | Current capacity is very focussed on delivery and not future pipeline development. Kirklees are developing a new Transport Strategy in 2022. The capacity sought will complement this work by helping to take forward that new strategy toward identification of projects and outline business case preparation. |
| Wakefield | Strategic Regeneration and Transport Business Case Development Fund: Creation of a flexible pot to support the development of transport and major infrastructure or regeneration project business cases linked to future WYCA funding and WYCA Special Priority Areas. This includes more sustainable urban environment with enhanced opportunities for carbon capture and biodiversity. This will include bringing in relevant design expertise. | Consultancy Support: £210k for 22/23 and then £310k for 23/24 and 24/25 | <p>Development of business cases which might require capital funding to secure delivery.</p> <p>Timescale will vary depending on the projects, but the focus will be on deliverables within the next 3 years</p> | <p>Hectares of land remediated and prepared for development.</p> <p>Increased government investment.</p> <p>New sustainable transport infrastructure.</p> <p>Sustainable transport links between deprived areas and employment/ training opportunities</p> <p>Increase use of public transport and walking and cycling</p> <p>Generate jobs and connect people to housing and employment.</p> | Strategic Regeneration and Transport Business Case Development Fund: This is new capacity which will be 100% funded. Existing staff within the authority will project manage the commissions. | This capacity will be directly linked to current and emerging WYCA capital funding, such as the sustainable transport fund. |

| Partner Name | IP6: Culture and Creative Industries | | | | | |
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| | Strategic Need | Funding Required | Deliverables | Outcomes Targeted | Additionality Linked to Funding | Complementary Work |
| Bradford | <p>Support the delivery of City of Culture 2025. 'Culture is our Plan'.</p> <p>Business case development and investment into key cultural regeneration programmes, repurposing spaces and refreshing the local high streets/economy</p> <p>Cultural Placemaking programme – connecting economic, regeneration and culture teams to attract inward investment and support of growth of the district as a Destination.</p> <p>Regional Research & Evaluation.</p> | <p>£100k (£50k 22/23, £50k 23/24) to support the delivery of the Culture Plan, specifically business case development to attract other cultural funding.</p> | <p>Business case proposal developed and submitted, with a pipeline of delivery leading into 2025 that has multiple delivery methods, based on the attraction of inward investment.</p> <p>Completed Feasibility studies transform into business plans with clear actions and priorities for acquisition and activation of new cultural enterprises.</p> <p>Development Frameworks for Bradford District with clear investment proposals with culture embedded across all Place based work.</p> <p>A combination of household surveys, data, and evidence to track the delivery of major events and programmes across West Yorkshire.</p> | <p>More people are championing and actively taking part in cultural activity across the district.</p> <p>Increase awareness of career and business opportunities within the culture section.</p> <p>Culture is better connected to the internal and external economies and ecologies.</p> <p>More career opportunities in culture across the district.</p> <p>Strong supply chains across the district to better resources the culture sector and communities.</p> <p>Maximise creative business potential and increased range of cultural businesses.</p> <p>Increased range of cultural activity across the district, providing more paid opportunities for Freelancers and small organisations.</p> <p>Bradford has a stronger visitor and citizen experience through increased range of cultural animation.</p> <p>To support and strengthen the regional impact of the culture and creative industries evidencing the social economic impact of having it as a priority for the region.</p> | <p>The Cultural Place Partnership functions as the strategic board driving cultural regeneration with the leader as chair and key partners such as ACE, NLHF, Historic England and the NHS, this will and has been be a conduit for driving more investment into culture into Bradford and is likely to bring in additional funds over the 3 years period that would match the capacity funding</p> | <p>This works will be a laboratory for change demonstrating Bradford's clean growth strategy and its commitment to a net zero economy through new forms of cultural expression.</p> <p>'Culture is our Plan' directly supports all four Council equality objectives. It sets demanding targets to improve diversity and representation across the district's cultural sector and in the Council's own cultural service provision. By 2031, 50% of Bradford District creative workforce, audiences and cultural leadership will be drawn from people currently underrepresented in Culture and Creative Industries sector. Support for these equality and diversity ambitions will be a condition of future BMDC funding for arts, cultural and heritage projects</p> <p>Culture will make a significant and sustainable contribution to the future prosperity of the District as Bradford strives to level up. Culture will also make a significant contribution to the recovery from COVID 19 and to the growth of a cleaner future economy as one of four pillars of the district's new Economic Recovery Plan.</p> |
| Calderdale | <p>Creative industries support, building on new cultural strategy for Calderdale and maximising opportunities for supporting the visitor economy via leveraging the impact of Calderdale as a successful filming location.</p> | <p>£50k / annum x 3 years to fund an additional creative industry's role that will develop a pipeline of activity and link to WY wide opportunities including building to Calderdale's focus on Vision 2024.</p> | <p>Focus on development of schemes that support the creative economy, and integrate with wider business support proposals, as well as maximising Calderdale's significant film assets. 3 years profile to support focus on 2024 cultural focus in Calderdale.</p> | <p>Outcomes resulting from pipeline development (and therefore on stream from 2023/24 onwards)</p> <p>More people are engaging in cultural activity</p> <p>Increase in employment in culture, sport, and arts roles</p> <p>Cultural activity that supports clean growth and sustainability is developed and promoted</p> | <p>100% funding</p> | <p>Aligns with commitments in Calderdale Council's new Cultural Strategy, and the resources that support the delivery of Calderdale's Visitor Economy Strategy.</p> |

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| | | <p>£12k / annum x 3 years to support the overall development of the pipeline across investment priorities and ensure effective engagement with sub regional led initiatives.</p> <p>No financial allocation made for potential ask against the possible need to work collaboratively to research the needs of the cultural sector and creative industries in order to develop priorities, establish baseline data and develop a framework for evaluation, though mindful of need at a sub regional level.</p> | | | | Develops new capacity to support the development of creative industries support packages, aligned with existing business support activity which is limited in this area. |
| Kirklees | Capacity required to increase capabilities to achieve objectives from submitting successful bids to UNESCO , City of Culture 2029 and have levered funding from a regional and national level. | <p>1x GR 12 Funding and Bid Writing Officer – 1 FT to Mar 2025 recruitment by Aug 2022 - 2.5 years Total £124,647</p> <p>Consultancy support - £25,000</p> | <p>To lever investment, to co-ordinate and lead bids such as UNESCO (2023) designation and scoping future City of Culture (2029), lead bids for destination events and tourism, developing skills within the sector itself, gather baseline intelligence for bid, set up systems to report back to funders.</p> <p>To lead on increase community-based tourism, day visits and stay-cations to international holiday makers (annual assessment), liaison with hospitality and leisure businesses, digital marketing and the development of the online destination offer including Creative Kirklees (2023). Researching the sector, understanding their needs, understanding their recovery, leading to tourism infrastructure being developed and how it links with the regional and national tourism bodies / agencies (2024).</p> | <p>Culture embedded within all place-based work and place planning.</p> <p>Culture is recognised and developed for its role in supporting the visitor economy</p> <p>Increase in employment in culture, sport, and arts roles</p> <p>More people are actively engaged in cultural activity.</p> | Funding sought is in additional to existing core Council budgets which are recognised as being below the levels required to match the ambition in this area. | The resource sought is vital to ensuring other existing strands of activity are coordinated and aligned, including taking part in joint WY research. |
| | Increase intelligence and evidence at a Regional WY level, to gain a baseline of data and information to develop robust strategies for pipeline projects. | Contribution to a regional consultancy contract £15,000 | Regional research and baseline of evidence and intelligence, to understand the opportunities and gaps within the sector and evidence impact of collective and individual interventions (annual assessments). | | | |
| Leeds | <p>Leeds City Council is invested in Leeds 2023, the Year of Culture which will deliver a range of outputs that contribute directly and significantly to this IP. Specifically:</p> <ul style="list-style-type: none"> Supporting the visitor economy to return to 2019 levels by 2024. More people are actively engaged and take part in cultural activity and there is a growth in audiences and participants of all cultural activity. <p>There is an increase in employment in culture, sport, and arts roles across the region.</p> | <p>£633K 22/23 used to cover part of Leeds CC commitment to Leeds 2023.</p> <p>Grant agreement (GA) already in place with Leeds 2023 - will be updated if funding agreed. Grant agreement requires robust reporting on impact of Leeds 2023 which can be used to demonstrate the value of this investment against the IPs.</p> | <p><i>Leeds CC does not propose to specify exactly how Leeds 2023 deploy this investment. GA between Leeds CC and Culture Trust sets out clear objs and reporting arrangements. Culture Trust believe they can deliver:</i></p> <ul style="list-style-type: none"> 2300 new jobs in the creative industries* 1310 new jobs in the visitor economy rising to 1620 by 2030* 1000 freelance opportunities 2000 trained volunteers 150 internships/work-placements for students and young people 400 participation and engagement opportunities for young people incl NEETs 100 apprenticeships/accredited training opportunities 50 entry-level opportunities for young people via education programmes and | <p>Increased employment in creative and cultural sectors.</p> <p>Increased visitors to West Yorkshire</p> <p>Enhanced diversity of the workforce</p> <p>Enhanced participation in cultural activities particularly amongst deprived communities</p> <p>Health / wellbeing impacts.</p> | Leeds CC will provide some match funding. LEEDS 2023 have already leveraged significant additional investment including from Arts Council England, National Heritage Lottery Fund and from various Trusts and the Private Sector. | <p>Leeds Year of Culture is integral to the cities Culture Strategy and will play a critical role in building capacity across culture in the city creating a long lasting legacy. Leeds City Council will align their culture grants programmes in 2023 and beyond to ensure that legacy and will work actively to increase investment in culture.</p> <p>Leeds 2023 are also partnering with Bradford 2025 and other partners across West Yorkshire and will ensure that the overall capacity of the</p> |

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| | | | partnerships *BOP Analysis for LEEDS 2023 March 2021 based on a £20m programme. | | | sector in the region is increased as a result. |
| Wakefield | Wakefield Year of Culture: Development of the programme leading to 2024. | Consultancy Support: £52.5k for 22/23 to provide enhancements to the proposed programme, including support to draw in private sector sponsorship and improve arts engagement with the community. | Development and delivery of the Year of Culture programme which is due to run in 2024. This flexible allocation will support activities which enhance the current core programme. | No. people engaging with creative and cultural activities Enhanced participation in cultural activities particularly amongst deprived communities | Wakefield Year of Culture: This 'flex proposal' will only be drawn on subject to underspend in the other proposals. It will part-fund planned activity in the Year of Culture development programme. The core programme will be funded by WMDC. | This will provide additional capacity to enhance or accelerate existing activity planned as part of Wakefield's Year of Culture in 2024, which derived from the unsuccessful City of Culture bid in 2021. |
| | Cultural Sector and Creative Industries Needs Analysis: Contribution to a joint commission between all WY authorities. | Consultancy Support: £20k for 22/23. | The commission will seek to: <ul style="list-style-type: none"> determine priorities for pipeline development establish baseline data for use in funding bids Develop a framework to evaluate and demonstrate the impact of cultural and creative industries projects. | No. people engaging with creative and cultural activities Enhanced participation in cultural activities particularly amongst deprived communities | | |
| WYCA | <p>Previous funding secured via Pledge Development Funding £0.5m to work in partnership with LAs. However, some of this used for direct delivery. Co-production of pipeline with Districts through Culture Leads.</p> <p>To improve capacity across the CA and LAs to</p> <p>(i) enhance business cases from LAs to bid for external funds for culture.</p> <p>(ii) understand trends in the culture economy and participation (e.g., survey work), (ii)</p> | <p>1 x Senior Evaluation Officer K grade £54,328 per year for 3 years</p> <p>Total : £163,000</p> | An improved regional proposition to attract external funding on culture. A credible evidence base to assess performance and cultural initiatives. Annual surveys produced, first in 2023 to inform further development and profile raising. | <p>No. people engaging with creative and cultural activities</p> <p>No. people from deprived communities benefiting from support</p> <p>Enhanced participation in cultural activities particularly amongst deprived communities</p> <p>Number of businesses in the cultural sector</p> <p>Number of jobs in the cultural sector</p> | 100% Funding | Devt pledge funding – support PM Culture and immediate mayoral priorities - supports broader work and agreement between culture leads. Work will ensure consistent across the region allowing better prioritisation of resources and improving the quality of bids. |

| Partner Name | ALL IPs | | | | | |
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| | Strategic Need | Funding Required | Deliverables | Outcomes Targeted | Additionality Linked to Funding | Complementary Work |
| Kirklees | There is a requirement for a shared resource to support the Council's future project pipeline. Covering both capital and revenue-based programmes and projects, this will focus on additional resource for business case development and bid writing, supporting activity across the other elements set out in this submission. | 2x GR 12 Business Case Managers- 2 FT to Mar 2025 recruitment by Aug 22 - over 2.5 years Total £249,295 The postholders will have specialist technical knowledge and skills in relation to business case development, including the five-case model, and in bid writing, for both capital and revenue projects | Successfully develop business cases through the WYCA assurance framework and Kirklees Council governance processes by 23/24 Secure significant increase in external funding by 24/25 | As this is a central and shared resource to support business case development across all investment priorities it is expected this investment would impact all outcomes. | | |

Cross Cutting Themes

| Partner Name | Climate and Environment | Inclusive Growth | Tackling Inequalities and supporting Diversity |
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| Bradford | <p>Bradford Council and its partners are progressing the adopted District Plan that is driving forward a more sustainable and inclusive District, one that works for everyone. Through Covid-19 economic recovery and more integrated regeneration aims, Bradford District is accelerating it's ambition as the UK's leading clean growth city district. Bradford District is committed to support a circular economy and a just transition.</p> <p>Climate challenges, including flood risk and wider impacts of 2-4C scenarios to be addressed in transitioning to operate within planetary boundaries.</p> <p>Bradford Council has declared a Climate Emergency and is working towards the alignment of all key strategic work to deliver on carbon reduction commitments. The Clean Growth Strategy is being prepared to assist in co-ordinating sustainable projects and programmes and provide an additional platform for inward investment. Additionally, the Council has prepared an integrated and fully funded Clean Air Plan that is seeing significant reduction in all road transport emissions to improve air quality health and reduce greenhouse gas emissions, culminating in the introduction of a Clean Air Zone in Spring 2022. Plans for environmental improvement support better transport and an increase in skilled, Clean Growth jobs</p> | <p>Bradford Council is committed to ensuring everyone can contribute to and benefit from economic development. In this Bradford will build a more prosperous, fairer and cohesive district.</p> <p>The pandemic has highlighted the issues of social inequality which some communities in the district face and has had a disproportionate impact on the most disadvantaged residents, including those living in poverty, people from BAME communities, people with disabilities, women, migrants and the elderly. These impacts have undermined progress towards the ambition for the District and exposed and amplified many of the longstanding challenges such as high youth unemployment and low social mobility. With more than 25% of the population under 18, and over 330,000 people of working age, there is a need to prioritise upskilling.</p> | <p>Bradford Council approved its new Equality Plan in December 2021. It reflects that creating a successful inclusive place means recognising that inequality is complex and there are other causes of inequality and exclusion than just those characteristics protected by law. In addition to these characteristics, Bradford has a locally agreed characteristic of low income. This recognises the often-devastating impact on people's health, lifespans, choices and opportunities that poverty brings. The plan puts promoting diversity, preventing inequality and tackling discrimination at the heart of everything Bradford do. The approach also considers the part played in tackling inequality across the wider partnerships Bradford operates in. Under the Wellbeing Board, the District's new cross partnership, multi-agency, equality group, will work to promote an equal and inclusive approach across all sectors and the whole of the District. Projects and programmes developed using this funding will be rigorously assessed for their equality impact to ensure they support the Council and District's equality priorities.</p> <p>Bradford District Council needs to closely represent the communities it serves. The district is one of the most diverse areas in the country with a high proportion of individuals from a BAME background. It is important labour market disadvantage is addressed as figures for Bradford show the employment rate for BAME work age people over the year to December 2020 was 54.2% compared to the overall rate of 70.4% with the rate for white workers was 75.5%. The disparity is particularly wide for women with the employment rate for BAME work age women standing at 39.6% in 2020 compared to a rate of 72.4% for white work age women.</p> <p>Covid-19 has also highlighted the importance of good health and social care and the economic benefits of good health are now better recognised.</p> |
| Calderdale | <p>As well as a direct focus on addressing the climate emergency, the work around sustainable and affordable housing development will reflect the commitment to building homes that assist in creating sustainable neighbourhoods, and strive for best practice in design terms.</p> <p>Focus on green and digital skills will also contribute.</p> | <p>Direct focus on inclusive and circular economy project and programme development as well as drawing learning from approaches to leveraging in more social value from public spend.</p> | <p>All programmes will directly address impact across protected characteristic groups. Skills and business facing work will specifically consider appropriate foci on age and ethnicity. Climate emergency and housing work will address wider factors around poverty and consider how to support a just transition. Culture and creative industries activity will ensure inclusion across the diverse communities and maximise the benefits of that diversity.</p> |
| Kirklees | <p>Contribution to the climate emergency is a key consideration in the submission. P4 makes up 25% of the overall ask (the highest of any priority area) and it is anticipated that measures to seize the opportunities of a just transition to a low carbon economy are focus of the other priorities too e.g. helping SMEs transition to the low carbon economy, upskilling for green jobs, low carbon infrastructure and active travel.</p> | <p>The focus of the additional capacity being sought will be to take forward elements of the Kirklees Inclusive Economy strategy. Inclusive growth is embedded as a key Council priority so any business case and activity stemming from this resource request will be guided by that principle, with activity focussed on measures that can make the biggest contribution to inclusive growth. Social Value will be an integral consideration seeking to drive benefits in employment and skills, supply chain opportunities for local SMEs, community organisations and the environment with emphasis on places and communities of greatest need.</p> | <p>EDI forms an essential component of the integrated impact assessments which form part of the project development and business case preparation processes. The resource being requested is either to develop local projects (e.g. place making, housing development, transport) that will have EDI and inclusion as core objectives or to provide additional capacity to add value locally to pan WY initiatives (e.g. business support and skills), including ensuring EDI outcomes.</p> |

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| Leeds | Statement from Leeds 2023: ‘LEEDS 2023 and the National Youth Theatre (NYT) will mount a large-scale, visually stunning and world class live performance involving hundreds of young people. A massive youth-led creative project MELT will be the culmination of a multi-year environmental epic in response to the climate crisis. The project will be used to galvanise West Yorkshire’s youth theatres and give them an opportunity to work together at an unheard-of scale; an opportunity Leeds City Council know they are actively seeking’. | Leeds City Council will work hand in hand with Leeds 2023 on their employment and skills workstream ensuring that those who are furthest from the labour market get access to jobs in the creative industries and cultural sector. This will create a long-lasting legacy through this partnership. | Statement from Leeds 2023 reports they will be given a platform to hidden voices, unearthing the extraordinary people of the region and their stories; will boost opportunities for people to access and participate in cultural experiences especially among those who feel excluded; will bolster the cultural education for children and skills of young people; will push aside inequalities and commission artists who are hidden from the limelight because of their race/gender/health/age; will forge international partnerships that bring new world-class work to the city and region; and seed ideas and collaborations that will flourish long after the year has concluded’. |
| | Provision of good quality affordable homes to planning standards as a minimum (noting that Leeds LPA standards are an enhancement on the national prescribed standards). Direct delivery to date has delivered in excess of these measures and Leeds has a pledge not to install gas heating to any new properties which it direct delivers which is in advance of the 2025 national timescale. <ul style="list-style-type: none"> • Warm, healthy, affordable, and low carbon homes • Reduction in the proportion of households in fuel poverty, improving the living standards of residents. | Good quality affordable and accessible housing right across the city is the foundation of being able to live safe and independent lives. A shortage of such, as is seen across the city, means that people are not reaching their potential and this directly compromised living standards, health, and education attainment. All work delivered will be in line with the LCC standards and policies on inclusive growth. | The proposal is to accelerate the delivery of affordable homes in the city and increase the average number of affordable homes per annum through a series of targeted interventions aligning and supporting delivery partners and registered providers and through a series of targeted programmes to understand and therefore unlock complex delivery challenges on stalled and underutilised sites, so these are funding ready. All affordable homes delivered will meet design standards for accessible housing and in provided affordable good quality housing for all will address tenure and typology housing issues and ensure everyone can access this basic right of good quality homes. |
| Wakefield | Wakefield MDC has declared a climate emergency which sets out the aim to become a carbon neutral organisation by 2030. A key element of this will be the adoption of a new Transport Strategy in 2022 which will seek to prioritise projects and initiatives which encourage modal shift and the decarbonisation of the key and strategic route network. The proposal to develop a business case for a hydrogen refuelling facility on the strategic road network (M1/M62) will sit at the heart of West Yorkshire and could provide a critical facility in helping to decarbonise the wider WY transport network. | Wakefield MDC have recently committed to develop and pilot a new approach to economic development, which focussed on economic wellbeing. This builds on existing commitments in the Economic Strategy which has inclusive growth at its heart. A critical element of creating an inclusive economy which supports the wellbeing of its residents, is improved access to opportunities and services. As such, projects developed as part of this capacity funding will aim to bring forward key transport and infrastructure initiatives which will be focussed on achieving these objectives. | All projects and programmes developed using the capacity funding, will have an associated equalities impact assessment to ensure requirements around diversity and inclusivity are embedded. As outlined above, the emerging economic wellbeing work will also seek to tackle underlying inequalities and support diversity. |
| WYCA | <p>The pathways work and subsequent Carbon and Environment Action Plan sets out the approach for the next three years to achieve net zero by 2028 as well as tackle the environment and sustainability crisis. The capacity funding in IP4 is to support the delivery of that.</p> <p>IP2 capacity for the skills and employment work has a clear focus on the transition the economy needs to make to net zero – this will be shaped by a Green Jobs taskforce.</p> <p>IP3 capacity will create better designed places to reduce carbon emissions by increasing walking and cycling, improving building energy efficiency, and promoting green infrastructure. It will also reduce flooding events being caused more often by climate change and will do so in such a way that can also reduce carbon emissions through natural management techniques, and it will support more ways for people and businesses to work without needing to travel.</p> <p>Work to promote and enhance the cultural and creative industries will need to take into account how this can be done sustainably, building on best practice.</p> | <p>IP2 work on employment focusses on how to support disadvantaged or underrepresented communities. E.g., Young people were disproportionately affected by unemployment during the pandemic so focus on NEETs and youth unemployment.</p> <p>IP3 has a spatial delivery element and will therefore specially target areas of disadvantage and will use the needs assessment once agreed to do this.</p> <p>Housing is key to inclusive growth. High housing and rent costs, have reinforced inequality between households who rent and those who own their home outright. Housing is also the main driver of wealth accumulation and biggest source of debt among most households. More broadly, living in good quality housing and a safe, well-designed neighbourhood improves life chances in terms of health, employment, and educational outcomes. Ensuring new affordable homes are built to high energy efficiency standards helps reduce the heating costs, mitigating rising energy costs and reducing the incidence of fuel poverty. Furthermore, ensuring homes are built in sustainable, well-connected locations ensure families can access work and social opportunities, improving work and wellbeing outcomes.</p> <p>Between IP3 and IP4, the delivery of the Carbon and Environment Action Plan through IP4 is all about a ‘just transition’ to net zero. For example, around 169,000 households in West Yorkshire (17% of all households) are in fuel poverty and will be a priority for funding for retrofitting, and around 4% of residential properties fall within a flood zone, rising to more than 6% in Calderdale. Also access to nature and green spaces by communities and particular groups is low. This capacity funding will help us develop programmes to address this and measure impact.</p> <p>There are challenges for inclusivity (and this applies to equality and diversity below too) in both participation and in access to careers and employment opportunities in the creative and cultural sectors. The work through IP6 will at the look at the challenges and barriers that exist in these sectors, and how particular groups could be supported</p> | <p>All business cases/ schemes developed will consider and demonstrate the impact on the Equality Act 2010 Protected Characteristics. Design of the programmes across business, skills and employment will consider how they actively engage with diverse groups and include targeted activity for engagement for example with BAME individuals, women, people with disabilities from the across the region and groups that are the most disadvantaged in the labour market and in specific sectors.</p> <p>Work to design place-based interventions will also consider how to positively improve the outcomes for specific groups, for example through targeting specific areas of the community and through good quality design. The Dementia Ready Housing Taskforce and the proposed design guidance on parks that address the concerns of women and girls are two examples of specific workstreams that will address inequalities of access to public space. Improving access to Superfast Broadband and Full Fibre will also reduce inequalities and enable those who are less mobile to work from home.</p> <p>This capacity funding will also help support the ability to do this through an improved evidence base around diversity and equality where there are gaps. For example, to improve the regional level evidence base on participation and inclusion in culture.</p> <p>Every business case will have to undertake an Equality Impact Assessment to understand – and address – any potential negative impact. Where appropriate consultation will also be undertaken with staff networks.</p> |

| Gainshare Capacity Funding | | | | | | | | | | |
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| Partner | IP1 | IP2 | IP3 | IP4 | IP5 | IP6 | | Total | % | FTE |
| Bradford | £ 280,000.00 | £ 150,000.00 | £ 1,060,000.00 | £ 100,000.00 | £ 200,000.00 | £ 100,000.00 | £ - | £ 1,890,000.00 | 17% | 5 |
| Calderdale | £ 186,000.00 | £ 220,000.00 | £ 837,000.00 | £ 461,000.00 | £ - | £ 186,000.00 | £ - | £ 1,890,000.00 | 17% | 8 |
| Kirklees | £ 124,647.00 | £ 322,711.00 | £ 148,387.00 | £ 477,697.00 | £ 402,616.00 | £ 164,647.00 | £ 249,295.00 | £ 1,890,000.00 | 17% | 13 |
| Leeds | £ - | £ - | £ 1,257,000.00 | £ - | £ - | £ 633,000.00 | £ - | £ 1,890,000.00 | 17% | 5 |
| Wakefield | £ - | £ - | £ 888,000.00 | £ 99,500.00 | £ 830,000.00 | £ 72,500.00 | £ - | £ 1,890,000.00 | 17% | 6 |
| CA | £ - | £ 311,495.00 | £ 899,343.00 | £ 516,162.00 | £ - | £ 163,000.00 | £ - | £ 1,890,000.00 | 17% | 12 |
| TOTAL | £ 590,647.00 | £ 1,004,206.00 | £ 5,089,730.00 | £ 1,654,359.00 | £ 1,432,616.00 | £ 1,319,147.00 | £ 249,295.00 | £ 11,340,000.00 | - | 49 |
| % of Funding | 5% | 9% | 45% | 15% | 13% | 12% | 2% | 98% | 100% | - |