
Report to: West Yorkshire Combined Authority

Date: 21 October 2022

Subject: Project Approvals

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1. Purpose of this report

- 1.1 To report on proposals for the progression of, and funding for, a number of West Yorkshire Combined Authority supported projects that have been considered at stages 1, 2 and 3 of the Combined Authority's assurance process.
- 1.2 The schemes outlined in this report have come directly to the Combined Authority as they are seeking decision point 2 (strategic outline case) approval and delegation of authority to the relevant thematic committee to approve future change requests. The schemes will be reported to the relevant thematic committee as appropriate.
- 1.3 The recommendations can be found in Section 12 of this report.

2. Tackling the Climate Emergency implications

- 2.1 The West Yorkshire Combined Authority and the Leeds City Region Enterprise Partnership (the LEP) are working towards the challenging ambition of being a net zero carbon economy by 2038 and to have made significant progress by 2030, in its efforts to tackle the climate emergency. As a region, West Yorkshire currently emits 11 million tonnes of carbon dioxide equivalent (MtCO₂e) per year. Meeting the target, achieving emission reductions of over 11 MtCO₂e by 2038, will require urgent and collaborative action across all sectors of the region's economy in partnership with businesses and communities.
- 2.2 Transport is the largest emitting sector, dominated by road transport and private vehicle use. The majority of emissions from buildings and industry are due to heat generation, primarily as a result of the combustion of natural gas.
- 2.3 The Combined Authority has taken action to ensure all decisions we make include climate emergency considerations. The Combined Authority:

- Has strengthened how clean growth and climate change impacts are considered as part of all schemes that come through the Combined Authority's Assurance Framework.
- Requires all Project Approvals reports to the Combined Authority and thematic committees to include the results of a carbon impact assessment and narrative on the clean growth / tackling the climate emergency implications.

2.4 To strengthen decision making across the whole of the Combined Authority's Assurance Framework a robust methodology for assessing the carbon impact of proposals has been developed. This includes a qualitative assessment of likely carbon impact at Stage 1 and a more detailed quantitative assessment of carbon impact at Stage 2.

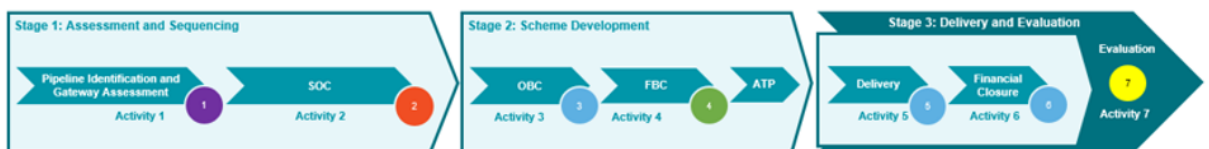
2.5 The carbon impact assessment methodology has now been completed and is being implemented into the Assurance Framework. The work has involved the development of training, reporting requirements and other supporting material to ensure carbon assessment is properly embedded in the Assurance Framework. The Combined Authority will provide the necessary scrutiny of carbon impact assessments presented by promoters.

3. Report

3.1 This report presents proposals for the progression of nine schemes through the Combined Authority's assurance process in line with the Combined Authority's Assurance Framework. The schemes have a funding value of £228,960,918 when fully approved, of which £214,642,423 will be funded by the Combined Authority. A total expenditure recommendation to the value of £71,643,114 is sought as part of this report for the development and delivery of these schemes. Further details on the schemes summarised below can be found as part of this report.

3.2 The assurance process is a three-stage approach with the requirement that all projects subject to minor exceptions as detailed in the Assurance Framework, will as a minimum, need to formally pass decision point 2 (strategic outline case) and 4 (full business case), with the requirement to meet the intervening activities deemed on a project by project basis.

3.3 For more detail on the Combined Authority's Assurance Framework through which each of the schemes outlined in this report are being approved is provided in **Appendix 1**.



Value for Money - Benefit Cost Ratios

3.4 The Benefit to Cost Ratio (BCR) for some of the schemes in this report potentially represent low value for money, when assessed using the

Department for Transport's Transport Appraisal Guidance TAG on the appraisal of transport schemes.

- 3.5 This is because whilst calculating benefits to costs of a transport scheme there are many more journeys made by car than are made by bus, cycling, and walking and as a consequence the monetised benefits arising from improvements to bus, cycling and walking journeys may be outweighed by the monetised dis-benefits to car users.
- 3.6 However, a key strategic objective of investment is to encourage modal switch to more sustainable modes and therefore whilst the 'core' BCR (i.e. following Green Book guidance on total impact on the society as a whole) for some schemes may be low, discounting the dis-benefits to car users from the appraisal will result in a higher BCR and where possible this 'range of BCR' will be presented to support decision making. This is in line with HM Treasury guidance where appraisal should take account of all five cases (strategic, commercial, economic, financial and management) and the economic case be balanced with these.
- 3.7 Her Majesty's Treasury (HMT) have now completed the review of the Green Book. The Green Book is guidance issued by HM Treasury on how to appraise policies, programmes, and projects. This review has endorsed the Combined Authority's approach by clarifying that overall Value for Money judgement should not depend solely on the BCR but be informed by a balanced consideration of all relevant evidence, that is, appraisal should take account of all five cases (strategic, commercial, economic, financial and management) and the economic case be balanced with these.
- 3.8 In particular, HMT have clarified further that in assessing value for money, a stronger emphasis can now be placed on the strategic case and how the strategic objectives and priorities of the Combined Authority will be met through the delivery of a project. This might for example include, but not limited to, a greater focus on regional impacts to help deliver Levelling Up, ensuring transformational projects are given due consideration, supporting the climate change and good growth agenda (the Combined Authority aims to achieve net-zero by 2038), supporting an increase in active mode and public transport use, supporting / accelerating housing development and allowing a greater emphasis on the requirement to carry out equalities analysis as required by the Public Sector Equalities Duty. The specific approach will be determined on a programme-by-programme basis as funding and investment streams come forward.

Scheme Summaries

<p>West Yorkshire Mayor's Cost of Living Emergency Fund</p> <p>West Yorkshire</p>	<p><u>Scheme description</u></p> <p>Our region's most pressing economic concern – and indeed a key downside risk to the national economic recovery - is the cost of living crisis. At the same time, our voluntary and community sector - which is central to providing practical support to our most disadvantaged communities, is experiencing falling donations and increasing demand for its support and services.</p> <p>The Mayor and Leaders therefore proposed at the end of August to utilise gainshare to establish an emergency Fund which would enable WY LAs to work with their established VCSE sector partners to provide additional emergency support to our most economically disadvantaged and vulnerable groups.</p> <p>The support provided will be delivered through established West Yorkshire Authority networks of voluntary and community and social enterprise sector organisations (the VCSE sector).</p> <p>This proposed scheme responds to the cost of living crisis by providing funds from 01 November 2022 to directly help those most adversely affected by rapid inflationary pressures and at risk of economic exclusion, namely those in workless households and those in in-work poverty. In the longer term, by helping West Yorkshire people to remain in work, and to move others closer to accessing employment opportunities, the effects of economic scarring resulting from the crisis will be reduced.</p> <p>The scheme is to be delivered through the gainshare fund.</p> <p><u>Impact</u></p> <p>The core purpose of the fund is to provide economically vulnerable communities in West Yorkshire with support for foundational things such as food, heating, mental health support, and emergency advice e.g. debt management. The fund will make a meaningful and immediate regional contribution to addressing some of the most pressing socially and economically damaging aspects of the cost of living crisis. It may also help VCSE organisations to provide valuable basic skills to the target groups, e.g. money and debt management advice.</p> <p>Supporting the VCSE sector at a time where its services are in increasing demand and donations are also falling in turn supports people from the most disadvantaged communities in the region and helps to increase the resilience of the local economy.</p> <p>Pro Bono Economics has found that the targeted support provided to communities by the VCSE sector helps to reduce public spending on health and benefits and raise tax receipts – giving at least a £2 fiscal return on every £1 spent.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 2 to 4 (business justification) and work commences on activity 5 (delivery).</p> <p>Total value of the scheme - £3,000,000</p> <p>Total value of Combined Authority funding - £3,000,000</p> <p>Funding recommendation sought - £3,000,000</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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**Social Housing
Decarbonisation Fund
Booster**

West Yorkshire

Scheme description

This scheme will continue the work of the Social Housing Decarbonisation Fund (SHDF) - Wave 1 scheme to upgrade the energy efficiency of some of the most in need social housing stock within West Yorkshire. The scheme will deliver warm, energy-efficient homes, reduce carbon emissions and fuel bills, tackle fuel poverty, and support green jobs.

Before the energy crisis, 17.7% of the population in West Yorkshire were already in fuel poverty (Source: Department for Business, Energy and Industrial Strategy (BEIS) Sub-regional fuel poverty, 2020 data).

In order to achieve the target of Net Zero by 2038, the West Yorkshire Carbon Emissions Reduction Pathways study demonstrates that nearly 700,000 homes will need to be retrofitted and 665,000 have low carbon heating systems installed. The Combined Authority has successfully partnered with nine registered housing providers (RPs) from the West Yorkshire Housing Partnership who are now delivering the Wave 1 scheme.

The SHDF Booster scheme will be funded by £5,195,949 of gainshare funding. The Combined Authority has secured a further £2,056,418 in match funding from the registered housing providers.

Impact

This scheme aligns with the Mayoral Pledge to tackle the climate emergency and protect our environment, the West Yorkshire Combined Authority's inclusive growth agenda, and Strategic Economic Framework Priority 3, Tackling the climate emergency and protecting our environment.

This Booster will provide energy efficiency improvements to 1786 properties, in addition to the 1,316 houses to be completed under SHDF Wave 1. These improvements will be targeted at the most in need homes which will reduce bills and go some way to tackling fuel poverty.

The reduction in energy costs for social housing tenants and those in the poorest areas will assist a number of homes through the coming winter and the cost-of-living crisis, with all homes complete by Winter 2023. Social benefits include improvements to comfort, health and well-being of social housing tenants.

Decision sought

The change request for the Social Housing Decarbonisation Booster scheme to increase the Combined Authority's contribution funding from £5,062,000 to £10,257,949, to extend the programme and to increase the outputs as detailed in this report is approved.

Total value of the scheme - £17,633,367

Total value of Combined Authority funding - £10,257,949

Funding recommendation sought - £5,195,949

A decision by the Combined Authority is sought as part of this report

**West Yorkshire
Climate and
Environment Plan-
Wave 1**

West Yorkshire

Scheme description

The West Yorkshire Climate and Environment Plan (CEP) is the regional response to addressing the climate emergency and achieving net-zero carbon by 2038. The CEP sets out the critical actions for the next three years to cut emissions, support nature recovery and be ready for the impacts of a changing climate. 15 of these actions have been prioritised for delivery using gainshare funding over two development waves, with Wave 1 comprising the following seven actions:

- Better Homes Hub – enable upscaling of domestic energy efficient retrofits for households across West Yorkshire
- Better Neighbourhoods - a community grants funding programme helping to support net zero activity across buildings, energy, nature, and climate resilience
- Business Sustainability - provide a simplified, consistent, and impartial source of support to small and medium sized businesses (SMEs) within West Yorkshire, to plan for net zero and become climate ready
- Communications, Engagement and Marketing - a multi-channel behaviour change campaign to encourage people and businesses to lower their own carbon emissions and make positive changes, marketing support for Local Authorities and a market research exercise to gauge perceptions and attitudes.
- Flooding and Drainage - nine Natural Flood Management schemes, delivered across a range of partners, as part of a catchment level approach to flood risk management
- Green Skills and Training - support investment in teaching and learning resources, curriculum enhancements and develop a platform supporting individuals to access green jobs and skills
- Solar PV and Battery Storage - investing in Solar for Schools, solar buying schemes, solar on Combined Authority assets and investing the West Yorkshire Housing Partnership scheme to install solar and battery systems

These actions have been translated into individual programmes and relate directly to critical interventions identified in the Carbon Emission Reduction Pathways (CERP) from which the wider CEP was directly informed. Each programme will proceed individually through the Combined Authority's assurance process.

Other interventions identified in the CEP are being progressed through alternative avenues, including transport related interventions via the City Region Sustainable Transport Settlement.

Achieving the net-zero carbon target will require a long-term strategic approach to the reduction of emissions. Net-zero carbon will not be achieved overnight and therefore activity covered by the seven programmes necessarily includes establishing the structures and mechanisms that will enable greater carbon savings to be made towards the middle of this decade and beyond. This approach is blended with a smaller number of activities that deliver emissions reductions over the shorter-term.

Each programme will proceed individually through the Combined Authority's assurance process as they are at various stages of development. But, to expedite delivery this change request seeks approval for:

- Further development costs of £1,507,893 to continue to develop individual programme business cases plus approval of £310,000 of UK Shared Prosperity Fund (UK SPF) for the Flood Innovation Programme
- Approval of the Energy Price Crisis Emergency Business Grants Programme, part of the CEP's Business Sustainability Package to provide immediate support to businesses with the cost-of-living crisis (£1,100,000).

Impact

CEP Wave 1 will help enable and support wider work to address the Climate Emergency through the delivery of measures that:

- Tackle fuel poverty and reduce carbon emissions from housing through domestic energy efficient retrofits
- Reduce emissions through business sustainability packages, building enhancements to reduce heat loss and increasing green energy through solar
- Encourage people and businesses to lower their own carbon emissions and make positive changes
- Build climate resilience through investment in natural flood defences, neighbourhood led interventions and making businesses more resilient
- Support investment in teaching and learning resources, curriculum enhancements and support individuals to access green jobs and skills
- Support communities through a community grants programme, so they are better able to contribute to net zero

A carbon impact assessment has been undertaken for the portfolio and further details are provided in this report.

Decision sought

This change request to the CEP Wave 1 Portfolio will allocate further development costs of £1,507,893 to continue to develop individual programme business cases, plus the approval of the UK Shared Prosperity Fund's (UK SPF) contribution to the Flood Risk and Drainage Programme (£310,000) and approval of the Energy Price Crisis Emergency Business Grants Programme, part of the CEP's Business Sustainability Package to provide immediate support businesses with the cost-of-living crisis (£1,100,000).

Total value of the scheme - £40,000,000

Total value of Combined Authority funding - £40,000,000

Funding recommendation sought - £2,917,893

Note: the allocation and final approval of the £310,000 UKSPF funding is subject to Government approval of the Local Investment Plan due late October/early November 2022.

A decision by the Combined Authority is sought as part of this report

**UKSPF - Local
Authority Hyper Local
Programme**

West Yorkshire

Scheme description

The UK Shared Prosperity Fund (UKSPF) is the Government's successor to the ESIF programme, aiming to "build pride in place and increase life chances across the UK" through three investment priorities/pillars.

£31,227,000 of the UKSPF allocation will be allocated to the five local authorities to support local delivery primarily focused on the community and place pillar. Although crosscutting work that requires district level delivery will also be a focus.

This scheme will deliver interventions, outputs and outcomes at a hyperlocal level which will contribute to the West Yorkshire Combined Authority's UKSPF Local Investment Plan (LIP) between October 2022 and March 2025. Local delivery will be delivered in line with the aims and objectives of UKSPF alongside the regional strategic objectives set out in the West Yorkshire Investment Strategy (WYIS) and the local challenges faced by each Local Authority (LA). The project builds on the infrastructure and partnerships already in place across the region to ensure delivery is effective, successful and timely.

The scheme is to be delivered through UKSPF with some match funding from several of the Local Authorities.

Impact

Each LA has put together a business case which sets out the selected interventions, outputs and outcomes they expect to deliver at a hyperlocal level. Interventions, outputs and outcomes are in line with the West Yorkshire Local Investment Plan (LIP) which was submitted to the UK government for approval summer 2022.

The West Yorkshire LIP identified the need to build VCS capacity, build safe strong communities, support places to thrive and create opportunities for resilient and safe communities. It also identified the unique nature of place in addressing these issues.

Specifically, the LA proposals will contribute to the delivery of the West Yorkshire LIP which set out a number of key areas to be addressed these are:

- Deprivation: Supporting Local groups and communities to address poverty, in-equalities and reducing the cost of living.
- Building community capacity and infrastructure: Investing in the Voluntary, Community and Social Enterprise (VCSE) Sector in West Yorkshire and with-in/across communities of interest.
- The Changing roles of towns: Supporting our towns to thrive.
- Delivering levelling up through increased productivity in good work through all businesses
- Increasing entrepreneurialism and innovative activity
- Supporting the green economy
- Support people towards and into employment

Decision sought

Approval to proceed through decision point 2 to 4 (business justification) and work commences on activity 5 (delivery).

	<p>Total value of the scheme - £35,037,000</p> <p>Total value of Combined Authority funding – UK Shared Prosperity Fund - £31,227,000</p> <p>Funding recommendation sought (UKSPF) - £31,227,000</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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<p>West Yorkshire Innovation Programme</p> <p>West Yorkshire</p>	<p><u>Scheme description</u></p> <p>The scheme is a three year programme to provide innovation support to small and medium sized enterprises (SMEs) to improve their business operations, products, processes and services through innovation voucher scheme, targeted strategic grants, Mayor’s Innovation Prize competition and West Yorkshire Innovation Festival.</p> <p>The scheme is to be delivered through gainshare funding for Investment Priority 1 - Good Jobs and Resilient Businesses</p> <p><u>Impact</u></p> <p>The scheme is addressing West Yorkshire Innovation Framework priorities, specifically, innovation finance availability, strengthened Higher Education Institutions – SMEs relationship and connecting the innovation landscape.</p> <p>The scheme will:</p> <ul style="list-style-type: none"> • Support businesses through innovation vouchers • Provide strategic grants • Hold challenge competitions • Support new to market products/processes/services • Engage and support businesses • Support businesses with accessing financial support for first time • Help businesses to cooperate with an external innovation provider <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 2 to 4 (business justification) and work commences on activity 5 (delivery).</p> <p>Total value of the scheme - £6,934,126</p> <p>Total value of Combined Authority funding - £5,550,376</p> <p>Funding recommendation sought - £5,550,376</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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<p>Business West Yorkshire</p> <p>West Yorkshire</p>	<p><u>Scheme description</u></p> <p>The scheme will support 9,000 Small and Medium Sized Enterprises (SMEs) across West Yorkshire over three years to improve productivity, increase resilience and achieve growth.</p> <p>The scheme is requesting £4,573,426 of gainshare funding for Investment Priority 1 - Good Jobs and Resilient Businesses to provide a comprehensive account management, brokerage, and specialist advice service to SMEs across West Yorkshire. The new service will be an evolution of the existing Business Growth Service which has facilitated support to over 20,000 SMEs since April 2015.</p> <p><u>Impact</u></p> <p>The scheme is key to ensuring that we have the critical infrastructure in place to support the 80,500 SMEs in West Yorkshire and enabling the achievement of the Strategic Economic Framework Priority 1 – Boosting Productivity. The scheme will support 9,000 SMEs to access the support they need. The scheme will contribute to an uplift in GVA through supporting SMEs to improve productivity, increase resilience and achieve growth.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 2 to 4 (business justification) and work commences on activity 5 (delivery).</p> <p>Total value of the scheme - £5,298,920</p> <p>Total value of Combined Authority funding - £4,573,426</p> <p>Funding recommendation sought - £4,573,426</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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<p>Employment Support West Yorkshire</p> <p>West Yorkshire</p>	<p><u>Scheme description</u></p> <p>The Employment Support West Yorkshire programme will provide support and advice and the opportunity to gain skills to 7,700 people of all ages, to help them move closer to, enter or return to the labour market and / or gain the skills needed to move towards work, or to progress within their current work. The programme will also pilot new local activity to support young people to access skilled well paid green jobs.</p> <p>The programme is being developed in collaboration with West Yorkshire's five partner councils. Each partner council will deliver activities from April 2023 to March 2025, which meet local needs.</p> <p>Activities on offer will include digital skills training, supporting participants to use modern job search techniques, employability skills training, work related literacy and numeracy support, careers information, effective interview techniques, job, sector-specific and/or vocational training including nationally recognised qualifications that are in demand with local employers. The programme will also offer housing, childcare or other specialist advice, for example drugs and alcohol, or signposting to relevant organisations and budgeting and debt advice.</p> <p>The scheme will be funded from the gainshare funding for Investment Priority 2 - Skills and Training for People.</p> <p><u>Impact</u></p> <p>The programme closely aligns to the Employment and Skills Framework, several of the Mayor's Pledges, and contributes to climate emergency targets and the West Yorkshire Investment Strategy (People and Skills) and link closely with the Combined Authority's Skills Connect and Adult Education Budget (AEB) provision.</p> <p>The programme will support 7,700 people to access support and advice to move them closer to, or return to the labour market, with a particular focus on participants from under-represented groups. This will include more people being supported who not in education or employment (NEET), are inactive or unemployed and more people gaining skills and qualifications that address barriers to work.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 2, 3 and 4 (business justification) and work commences on activity 5 (delivery).</p> <p>Total value of the scheme - £12,023,833</p> <p>Total value of Combined Authority funding - £12,000,000</p> <p>Funding recommendation sought - £12,000,000</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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<p>TCF Huddersfield Bus Station</p> <p>Kirklees</p>	<p><u>Scheme description</u></p> <p>The scheme will refurbish and modernise the interior and exterior of Huddersfield’s bus station and construct a modern statement canopy entrance that will extend the waiting area into a pleasant area of public realm and incorporate a secure cycle hub to encourage sustainable travel and access to the bus network. The design will be inclusive, more spacious, and safer, to increase customer satisfaction.</p> <p>The scheme is funded through the Transforming Cities Fund.</p> <p><u>Impact</u></p> <p>The scheme will reduce the carbon emissions from the bus station through solar panels on the canopy and create an accessible and high quality customer experience for bus passengers using the bus station. Investment in the bus station as a key asset in the Huddersfield town centre will boost business confidence and private sector investment. Improved customer experience will promote sustainable travel choice and include customers with mobility and mental health needs, whilst increasing safety and perceptions of safety. The improvements are the key to addressing anti-social behaviour that prevent the aspirations to provide a family friendly environment that would further promote bus travel. People on low incomes in Huddersfield rely heavily on buses and this project provides an important contribution to levelling up. The cycle hub will provide additional travel options and encourage cycling, which, together with the delivery of enhanced public realm and access to Macauley Square and the wider town centre, to encourage walking, will deliver health benefits.</p> <p>The value for money assessment reflects a benefit cost ratio (BCR) of 1.91:1. This is categorised as medium value for money.</p> <p><u>Decision sought</u></p> <p>Approval to proceed through decision point 3 (outline business case) and to commence work on activity 4 (full business case).</p> <p>Total value of the scheme - £19,995,380</p> <p>Total value of Combined Authority funding - £18,995,380</p> <p>Funding recommendation sought - £2,178,470</p> <p>A decision by the Combined Authority is sought as part of this report</p>
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Brownfield Housing Fund Programme

West Yorkshire

Scheme description

In September 2020, the Combined Authority approved £66,778,719 from the Brownfield Housing Fund (BHF) to support the development of at least 4500-6000 new homes on brownfield sites in the region. Following evidence of the Combined Authority's successful start to the delivery of the programme, the Government has awarded further funding to increase the total programme cost by £22,259,573 to £89,038,292 and increase the programme output targets from 4500-6000 homes unlocked to 5,400- 7,855 homes unlocked by March 2025 (delivery date remains the same).

The Combined Authority is working closely with partner councils and the private sector on the continuous development of the pipeline to identify schemes which will meet the eligibility criteria and timescales of this programme.

Impact

The BHF programme will create more homes in the region by bringing forward more brownfield land into development through targeted investment in activities such as making former industrial land safe.

One of the high-level objectives of the Brownfield Housing Fund as set by Government is that all projects much represent good value for money and be Green Book compliant with a benefit cost ratio (BCR) of at least 1. The Combined Authority will strive for a BCR higher than this for projects that come through the programme, but it will also be important to take account of the wider social, economic, and environmental benefits in appraisal of the programme and prioritise projects with the highest additionality

Decision sought

Approval to the change request to the Brownfield Housing Programme to increase the total programme cost from £66,778,719 to £89,038,292 and increase the programme output targets from 4500-6000 homes unlocked to 5,400- 7,855 homes unlocked by March 2025.

Total value of the scheme - £89,038,292

Total value of Combined Authority funding - £89,038,292

Funding recommendation sought - £5,000,000

A decision by the Combined Authority is sought as part of this report

4. Information

4.1 The Combined Authority's assurance framework requires that formal approval is given to the following elements of a scheme as part of its development:

- The progression of a scheme through a decision point to the next activity.
- Indicative or full approval to the total value of the scheme funding requested.
- The Combined Authority's entry into a funding agreement with the scheme's promoter.
- The assurance pathway and approval route for future decision points.
- The scheme's approval tolerances.

4.2 This report provides information required to enable the Combined Authority to approve each of the above elements.

Project Title	West Yorkshire Mayor's Cost of Living Emergency Fund
Stage	1 (assessment and sequencing)
Decision Point	2,3 and 4 (business justification)

Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12A, Local Government Act 1972, Part 1:		
Are there implications for equality and diversity?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

Background

- 4.3 Our region's most pressing economic concern – and indeed a key risk to the national economic recovery - is the cost of living crisis. This is a national and international challenge which is illustrated by the new Prime Minister's first policy announcement of significant fiscal measures to cap energy bill price increases.
- 4.4 At the same time, our voluntary and community sector (VCSE sector) - which is central to providing practical support to our most disadvantaged communities, is experiencing falling donations and increasing demand for its support and services.
- 4.5 The Mayor and West Yorkshire Leaders therefore proposed at the end of August to utilise gainshare to establish an emergency Fund which would enable WY LAs to work with their established VCSE sector partners to provide additional emergency support to our most economically disadvantaged and vulnerable groups.
- 4.6 The support provided will be delivered through established West Yorkshire Local Authority networks of voluntary and community and social enterprise sector organisations, enabling these organisations to meet the challenges they are experiencing of rising demand for their emergency services and support, alongside the significant reductions being reported in philanthropic funding and donations.
- 4.7 This proposed scheme responds to the cost of living crisis by providing funds from 01 November 2022 via our West Yorkshire Local Authorities (LAs) to local VCSE organisations that are in a position to directly help those most adversely affected by rapid inflationary pressures and at risk of economic exclusion, namely those in workless households and those in in-work poverty. In the longer term, by helping West Yorkshire people to remain in work, and to

move others closer to accessing employment opportunities, the effects of economic scarring resulting from the crisis will be reduced.

- 4.8 It will be used to help more households and individuals in these financially vulnerable communities pay for essential things during the cost of living crisis such as food and warmth, and to receive support such as on mental health and debt management, the absence of which would present immediate and complex barriers to connecting to economic opportunity, increase risk of economic exclusion and longer term economic scarring.
- 4.9 One in 5 of our residents already spend nearly all their income on essential things, including energy and food, and prices - including of both - have continue to rise rapidly. For many of these individuals - whether out of work or in in-work poverty - the labour market is failing them in terms of the provision of Good Work, including fair pay. The cost of living crisis now presents a significant risk to those in in-work poverty to remain within the labour market, and for workless households to progress towards employment.
- 4.10 It is proposed that the project is delivered over two Phases (Phase One - Nov 22 to April 23; and Phase Two - May 23 to May 2024), with monitoring and evaluations an important part of this project - both to capture the economic and fiscal impact it is having and to create learning and implement best practice as the project is delivered over its term.
- 4.11 A summary of the scheme's business case is included in **Appendix 2**.

Tackling the Climate Emergency Implications

- 4.12 There are no climate emergency implications.

Outputs and Benefits

- 4.13 The scheme outputs and benefits are:
- Phase 1 of the scheme (November 2022 to April 2023) will be to deliver on our Economic Inclusion ambition as set out in the WY Inclusive Growth Framework by providing emergency assistance to economically vulnerable communities.
 - Drive improvements quicker than they might otherwise and ensure a significantly more coherent offer of emergency practical support at a region-wide level, helping the most financially vulnerable, in particular those in workless households (i.e. only those households where at least 1 person is aged 16 to 64 and is either unemployed or economically inactive) and those in in-work poverty.
 - Increased community access to more services, skills, education and training facilities for disadvantaged communities.
 - Increased social capital.
 - Reduced barriers to inclusion and accessing employment opportunities.

- Enhanced collaboration between third sector organisations and social enterprises – leading to sharing of learning and best practice and co-ordinated delivery.
 - Strategic policy alignment with public and private sectors.
 - Improved health and wellbeing.
 - Reduction in health inequalities.
 - Increased aspirations / motivation / participation
- 4.14 Although these outputs and benefits are not SMART, Phase 2 onwards (May 2023 to May 2024) will utilise learning from monitoring and evaluation during Phase 1 to adapt delivery arrangements as necessary and develop a dashboard of KPIs and output targets for assessing economic and fiscal impacts and overall Value for Money (VfM).
- 4.15 Pro Bono Economics has found that the targeted support provided to communities helps to reduce public spending on health and benefits and raise tax receipts – giving at least a £2 fiscal return on every £1 spent.

Inclusive Growth Implications

- 4.16 The scheme inclusive growth implications are:
- This scheme is central to delivering an inclusive economy by enabling everyone to benefit from and contribute to the economy. The fund will be targeted to help workless households move closer to the labour market and prevent people in in-work poverty from falling into unemployment.
 - This scheme is a key element of the Mayor's emergency response to the cost of living and doing business crisis facing all households and employers in West Yorkshire, alongside other flagship interventions such as significantly lowering Bus Fairs.
 - It builds on the region's Inclusive Growth Framework and learning from other policy led interventions, such as Liverpool City Region's Households into Work Fund and the national Troubled Families programme. This Framework recognises that where an individual, household or community faces multiple barriers such as poverty, poor health and inequality, their journey to good work, or remaining in secure but often low paid employment, depends upon foundational steps, such as building confidence and trust as a route to robust physical and mental health.
 - The region's Inclusive Growth Framework acknowledges the pivotal role of the region's 14,900 VCSE organisations in driving social and economic inclusion by:
 - Empowering and enabling communities to understand, connect and utilise their innate skills, gifts, and knowledge, indoor and outdoor physical spaces/assets, and local networks and relationships to deliver social change and improvements.
 - Maximising the (often hidden) value of the sector which is estimated to generate £5.4bn p.a. of social and economic value in West

Yorkshire alone and as was recently seen in its flexible, enabling and rapid response to supporting our most vulnerable communities during the pandemic, including in terms of:

- Personal health – e.g. direct support on disability and mental and physical health issues
- Personal wellbeing – e.g. training, education and life skills that create resilience, and add to social capital
- Financial security – e.g. better access to benefits, basic services, debt advice, paid work and other routes out of poverty; and
- Community wellbeing – e.g. cohesion, ownership, pride and inclusion, plus good physical and cultural environment and facilities.

Equality and Diversity Implications

4.17 The scheme equality and diversity implications are:

- An EQIA has been completed and shows that the scheme will have a positive impact on 3 of the protected characteristics – Age, disability and race
 - Age - key client group is WY households affected by worklessness. As of 2020, some 98,000 West Yorkshire Households are estimated as workless. And a total of 49,800 children live in these households, 10.6% of all our region's children. In addition, those experiencing in work poverty and at risk of falling out of the labour market without support, are in scope.
 - And those in in-work poverty - of the 227,000 people on Universal Credit in West Yorkshire (June 2022), 38% of them (87,000) are in employment.
 - Disability – The rising cost of living is disproportionately impacting disabled households (The abrdn Financial Fairness Trust and University of Bristol, September 2022), and therefore the support offered by the fund should be reflective of this specific need.
 - Race - The Runnymede Trust has found that nationally Black and minority ethnic people are 2.5 times more likely to be in poverty than white people, with racial inequalities most pronounced in Wales, Scotland, Northern Ireland and Yorkshire and the Humber, and therefore the take up of the support offered by this fund should be reflective of this.

4.18 The Stage 1 Equality Impact Assessment (EqIA) has been completed which recommends that a stage 2 assessment is required. This will be completed when the LA delivery arrangements are being finalised and just prior to the scheme starting.

Risks

4.19 The key scheme risks and mitigations are:

- Ensuring effective oversight: Co-ordination issues are possible between the Combined Authority, Local Authorities, voluntary and community sector organisations, leading to inefficient delivery. To mitigate this risk, there is a track record of effective joint working between the CA and partner LAs, and in turn between the LAs and their established network of VCSE delivery organisations. Appropriate and proportionate political governance and project management structures, including the Combined Authority and Local Authorities, plus regular monitoring and evaluation of delivery, will be also put in place ahead of implementation in November.
- Insufficient scale and impact of funding: the amount of funding proposed may prove insufficient to meet demand. The aim of this Fund is initially to ‘piggy back’ on existing LA support programmes and activities which are already delivering benefit to our most disadvantaged communities. In the expectation that there will still be excess demand for these services in the coming months, the Fund will create clear additionality, and support will be prioritised based on need.

Costs

- 4.20 The total scheme costs are £3,000,000.
- 4.21 The Combined Authority’s contribution is £3,000,000 from the Gainshare Fund.
- 4.22 The estimated breakdown of spend for Phase 1 (£1,000,000) is as follows:
- CA Management Fee (CA costs for policy / strategy and support costs such as finance, legal, comms etc.) £50,000
 - VCSE Delivery Cost (Emergency Food, Heating, Mental Health and other Advice. Includes VCSE management fee) £828,000
 - LAs Management Fee £92,000
 - Evaluation £30,000
 - There is no allocation for risk or contingency or inflation as the scheme is scalable.
- 4.23 Detail on how VCSE funding will be split between Local Authority’s and how Phase 2 funding (£2,000,000) will be allocated after evaluation of Phase 1.
- 4.24 The Combined Authority will need to enter into funding agreements with the five West Yorkshire Local Authorities. It is requested that the amount of funding allocated to each Local Authority is delegated to the Combined Authority’s Chief Executive.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
1 (strategic assessment)	Recommendation: Strategic Assessment Priority (SAP) Group	22/09/2022

	Decision: Director of strategy, Communications and Policing and Director of Delivery	
2 to 4 (Business Justification)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	21/10/2022
Approval to Proceed	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	31/10/2022
5 (delivery closure)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	31/05/2024

Other Key Timescales

4.25 Phase 1 - Nov 2022 to April 2023

4.26 Phase 2 - May 2023 to May 2024

Assurance Tolerances

Assurance tolerances
Combined Authority costs remain within those outlined in this report Delivery (DP5) timescales remain within those outlined in this report. Outputs remain within -10% of those outlined in this report.

Appraisal Summary

- 4.27 The scheme does not directly meet the Combined Authority's priorities but supports the inclusive growth agenda and there is clear evidence that support is required for individuals and households in financial distress caused by the cost of living crisis and prevent Economic Exclusion. At local level, the Mayor's fund would add value to work being delivered and commissioned locally, including that which is being funded by the Government's Household Support Fund.
- 4.28 Pro Bono Economics has found that the targeted support provided to communities helps to reduce public spending on health and benefits and raise tax receipts – giving at least a £2 fiscal return on every £1 spent.
- 4.29 The project will be delivered by our LAs in partnership with their established contracted networks of VCSE organisations as the LAs have longstanding commercial relationships with VCSE sector organisations in their districts that can be scaled up to enable immediate delivery and the VCSE sector is ideally placed to access the hardest to reach communities in need of emergency aid and advice during the cost of living crisis.

- 4.30 Delivery arrangements have been developed in consultation with senior officers in each West Yorkshire LA. Delivery of the proposed support packages will be commissioned locally by the individual LAs through their established local networks of VCSE organisations. These VCSE sector partners are considered to be ideally placed to provide emergency support to the target groups because they know their local residents well and so can quickly identify need, especially those in our most deprived communities that are also hard to reach and seldom heard.
- 4.31 There is no Monitoring and Evaluation Plan but it is proposed that LAs will use established monitoring mechanisms developed with local VCSE delivery partners. Monitoring will enable evaluation of impacts during Phase 1, using information from beneficiaries and VCSE delivery organisations, and inform the design and delivery of the subsequent Phase 2 of support. The detail of the monitoring arrangements will be made clearer when arrangements are being finalised between the LAs and their VCSE delivery partners.
- 4.32 The recommended conditions detail where further information / detail is required.

Recommendations

- 4.33 The Combined Authority approves that, subject to the conditions set by PAT and set out in the decision point certificate:
- (i) The Mayor's Cost of Living Emergency Fund scheme proceeds through decision point 2 to 4 (business justification) and work commences on activity 5 (Delivery).
 - (ii) Approval to the Combined Authority's contribution of £3,000,000 is given. The total scheme value is £3,000,000.
 - (iii) The Combined Authority enters into funding agreements with the five West Yorkshire Local Authorities. The amount of funding allocated to each Local Authority is delegated to the Combined Authority's Chief Executive.
 - (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and where required, any change requests are delegated to the Finance, Resources and Corporate Committee. This will be subject to the scheme remaining within the tolerances outlined in this report.

Project Title	Social Housing Decarbonisation Fund Booster
Stage	3 (delivery and evaluation)
Decision Point	Change request (activity 4)

Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12A, Local Government Act 1972, Part 1:		
Are there implications for equality and diversity?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

Background

- 4.34 The Social Housing Decarbonisation Fund (SHDF) – wave 1 programme has been funded through the Department of Business, Energy, and Industrial Strategy’s (BEIS) Social Housing Decarbonisation Fund (SHDF); a £3.8 billion (2019) government manifesto commitment over a 10-year period to improve the energy performance of social rented homes, on the pathway to Net Zero by 2050. It has been supplemented by match funding provided mainly by the social landlords and / or other Authorities. This programme aims to support the improvement to social housing stock that is below an Energy Performance Certificate (EPC) Band C delivering warm, energy-efficient homes whilst reducing carbon emissions and fuel bills, tackling fuel poverty, and supporting green jobs.
- 4.35 This Booster scheme will be funded from additional gainshare funding, to increase the number of homes that will be improved as rising inflation and significant increases in energy costs are impacting resident’s day to day lives and wellbeing. This funding will allow work to begin now when the colder months are continuing to increase the negative impact on residents. This will build on the work of SHDF - wave 1, whilst increasing the options available to introduce energy efficient measures that best meet the need of households, in addition to reducing carbon emissions.
- 4.36 Carbon emissions from buildings currently account for 41% of West Yorkshire’s total emissions, the second largest sector after Transport (44%), with domestic buildings contributing 26% (2020). The West Yorkshire Carbon Emissions Reduction Pathways study demonstrates that nearly 700,000 homes will need to be retrofitted and 665,000 low carbon heating systems installed to meet net-zero by 2038.
- 4.37 With the energy crisis in the background and threatening to continue to Winter 2024, there are forecasts that fuel poverty will continue to increase in the UK.

Before the energy crisis, in 2020, it was reported by BEIS that West Yorkshire already had 17.7% of its population in fuel poverty.

- 4.38 Approval for the first West Yorkshire SHDF - Wave 1 scheme was granted by the Climate Energy and Environment Committee 11 January 2022. This decision allowed the scheme to progress into Delivery (DP5) subject to a successful bid to BEIS which was confirmed on 7 February 2022. The total investment from BEIS and match funding is £10,380,000.
- 4.39 The SHDF- Wave 1 part of this scheme is a consortium of nine registered providers of social housing with the Combined Authority as the co-ordinator. The aim is to retrofit 1316 homes (Table 1) with energy efficient measures to ensure they achieve Energy Performance Certificate (EPC) C. These measures result in the residents benefitting from warmer homes and lower heating costs; and subsequently result in reduced carbon emissions.
- 4.40 To date the scheme has delivered 400 installations, however 25% have not achieved the SHDF criteria of EPC-C rating at this stage, and so will not receive the previously allocated funding from BEIS. Despite this, residents will still benefit from the measures installed.
- 4.41 The 2021 Spending Review confirmed a further £800,000,000 would be committed to the SHDF national scheme, with an anticipated launch window in late September 2022. Key differences to Wave 1 include more time to complete works, up to June 2025, an increased match funding requirement of 50% from the housing suppliers. The option to introduce low carbon heating has also been added. An application will be submitted by Mid-November 2022.
- 4.42 The scale of change needed to achieve Net Zero (circa 700,000 homes) cannot be delivered by the SHDF programme alone. The contribution SHDF can make to the overall target is constrained by funding and technical requirements from BEIS. As a result, the housing providers are limited in their ability to alleviate the fuel poverty forecasted for this Winter. The stringent requirements for Wave 2 are subduing the appetite for social housing providers to make bids for this funding in order to tackle the scale of the challenge. There is therefore a need for an interim package of measures between Waves 1 and 2, that can be delivered in a cost-effective manner, targeted to those that need them most, and with the technologies that will most meet their needs.
- 4.43 With the Cost-of-Living Crisis, caused by rising inflation and significant increases to energy prices, about to impact on residents; a further investment programme to make properties warmer and more energy efficient is proposed. This Booster programme will focus on measures such as loft, cavity and underfloor insulation, alongside Solar photovoltaic technology (PV). While these would positively improve on the EPC grade for properties, the programme would not be constrained to deliver specific EPC output, enabling a wider range of properties to be included, and to achieve benefits.
- 4.44 These works will be delivered through the Wave 1 consortium of Social Housing Providers and will target support to the lowest income households that will be most severely impacted by the Cost-of-Living Crisis. This Booster programme has the potential to begin works to some homes and provide

benefits residents through this Winter (22/23). The Booster scheme will target homes in areas of highest need, alleviating fuel poverty to those that need help most, and are deliverable between winter 2022 through to 2023. The schemes will be prioritised according to the following criteria:

- Houses located in areas of high deprivation or known fuel poverty
- Fabric first measures, such as insulation and those that achieve the highest savings / reductions in energy consumption will be prioritised.
- Houses already at EPC C but the investment of renewables such as Solar PV will reduce the energy bill of that property.

4.45 This Booster scheme aligns with the Combined Authority’s Strategic Economic Framework priority 3, Tackling the climate emergency and protecting our environment, the inclusive growth agenda and the Mayoral Pledge to tackle the climate emergency and protect our environment.:

Tackling the Climate Emergency Implications

4.46 This scheme will contribute to the Combined Authority’s commitment to becoming carbon net zero by 2038. Improvements in energy efficiency will not only reduce the need for fossil fuels use, including gas, and therefore reducing carbon emissions over the lifetime of the measures but it will also help alleviate fuel poverty.

4.47 Scaling up delivery of carbon retrofit projects is vital for the Combined Authority to achieve its target of net zero carbon by 2038. Although the preferred option represents a small fraction of the number of homes needing a retrofit, it builds upon existing and planned works. In doing so it will help to build the skills, knowledge and capabilities needed to deliver carbon reduction at scale in West Yorkshire.

4.48 The Booster scheme has the potential to increase the SHDF scheme’s reduction in CO2e from 451 to 836 tonnes per year.

Outputs and Benefits

4.49 The scheme outputs and benefits include:

SHDF – Wave 1	SHDF Wave 1 plus SHDF Booster
1316 properties to receive energy saving measures	3102 properties to receive energy saving measure
Potential Bill Reduction of £317,000 per annum	Potential Bill Reduction of £1,024,000 per annum
Potential Energy Savings of 2.383GWh per annum / 85 GWh over the lifetime	Potential Energy Savings of 4.483GWh per annum / 159 GWh over the lifetime

SHDF – Wave 1	SHDF Wave 1 plus SHDF Booster
Potential CO ₂ e reduction of 451 tonnes per year	Potential CO ₂ e reduction of 836 tonnes per annum
834 homes using less than 90kWh/m ² /year	834 homes using less than 90kWh/m ² /year
185 jobs and 5 apprentice placements supported	185 jobs and 5 apprentice placements supported

Inclusive Growth Implications

- 4.50 Fuel poverty affects around 17% of homes in West Yorkshire. This is higher than the national average and is a contributing factor of excess winter deaths and affects the ability of people to participate in meaningful and well-paid work. In the poorest areas the picture is more acute, because of low income and poor-quality housing.
- 4.51 A key focus of the scheme is to tackle fuel poverty by increasing low-income homes' energy efficiency rating, reducing their energy bills and enabling healthier more comfortable homes. Meeting this essential need then supports people to engage in work and to gain the benefits of economic growth.
- 4.52 Based on estimates only, the potential saving in fuel bills for a year is £707,000 for the Booster scheme. The reduction in energy costs for social housing tenants and those in the poorest areas will assist through the coming winter and the cost-of-living crisis

Equality and Diversity Implications

- 4.53 An Equality Impact Assessment (EqIA) has been undertaken for the scheme and equality and diversity impacts taken account of as part of the development of the scheme and business case.
- 4.54 As a sector, social housing supports tenants and communities with greater diversity than other tenures. A larger proportion of tenants are from ethnically diverse backgrounds, more social tenant households are headed by women and half of social rented households have a member with a long-term illness.
- 4.55 A key focus of the scheme is to tackle fuel poverty by increasing the energy rating of low-income homes, reducing their energy bills and enabling healthier more comfortable homes. Meeting this essential need then supports people to engage in work and the benefits of economic growth

Risks

- 4.56 The scheme risks include:
- Resource: due to vacancies and other demanding programmes there is a risk that delivery is delayed through insufficient resource within the Combined Authority but also to a lesser extent with the Social Housing

providers. Mitigation: As this is a bolt on programme to SHDF Wave 1, key processes and templates are already established and recruitment is underway for additional project managers which will mitigate this risk.

- **Cost Increases:** the challenging economic background may result in further cost increases that are beyond the control of providers. This is being mitigated by basing costs on current contracts and ongoing procurement that include recent inflationary pressures on materials and labour.
- That the measures do not reach those who need it most. To mitigate this, the specific works to homes have been proposed by the housing providers and cross matched against the Deprivation Indices using the Combined Authority's Mapping Hub. In addition, housing providers have supplied details of homes that they have identified as facing fuel poverty and are vulnerable, for example due to age regardless of whether they are located in areas of high deprivation.

Costs

4.57 The scheme costs are:

- The CA received £5,062,000 from BEIS as part of the SHDF Wave 1 bid. The total cost of SHDF Wave 1 is £10,380,000 with £5,319,000 in match funding from the providers.
- The additional investment required from the CA for the SHDF Booster scheme is £5,195,949.000 giving a new total CA cost of £10,257,949.
- The total cost with the Booster scheme is £17,633,367 with an additional £2,056,418 in match funding.
- The match funding requirement for Wave 1 was between 30-50% whereas based on the figures above the match funding level for the Booster scheme would be 30%.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
Change request (activity 4)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	21/10/2022
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	31/03/2024

Other Key Timescales

4.58 The Change Request requires an extension to the programme. The funding deadline for SHDF Wave 1 is 23 March 2023, SHDF Wave 2 may start March 2023 if the bid is successful but for only approximately 1000 properties. SHDF

Wave 2 requires the submission of properties from a technical aspect rather than fuel poverty need. The SHDF Booster is designed to cover both this Winter and Winter 23/24 as there are suggestions that the energy crisis will continue and exacerbate an already high level of fuel poverty.

4.59 The following key timeframes are provided.

- Funding Agreements addendums signed: November 2022
- Booster works commence: December 2022
- Booster works complete: March 2024

Assurance Tolerances

Assurance tolerances
Combined Authority costs remain within +10% of those outlined in this report
Delivery (DP5) timescales remain within +2 months of those outlined in this report.
Outputs remain within 10% of those outlined within this report.

Appraisal Summary

- 4.60 The SHDF Programme strongly aligns with the national, regional and local policy; the Strategic Economic Framework priority to tackle the climate emergency and the region's net zero target by improving the energy performance of around 1,300 social houses, contributing to a reduction in carbon dioxide emissions from homes in West Yorkshire. The Booster scheme will allow this work to continue, for the number of social houses improved to be increased substantially by an additional 1786 homes, and for properties which were difficult to provide for under the SHDF Wave 1 criteria to be tackled.
- 4.61 This will lead to greater benefits in terms of Carbon savings, reductions in energy usage and lower energy costs. The reduction in energy costs for social housing tenants and those in deprived areas will assist through the coming winter and the cost-of-living crisis. Warmer homes will also benefit the health and well-being of tenants.
- 4.62 The extension to the programme may help build further capacity in the contractor base, allowing for more recruitment and development of skills and experience.

Recommendations

- 4.63 The Combined Authority approves that:
- (i) The change request for the Social Housing Decarbonisation Booster scheme to increase the Combined Authority's contribution funding from £5,062,000 to £10,257,949, to extend the programme and to increase the outputs as detailed in this report is approved. The total scheme value will increase from £10,381,000 to £17,633,367

(ii) The Combined Authority enters into an addendum to the existing Funding Agreements with the following Social Housing Provider providers for expenditure of up to:

- Accent £186,535
- Chartford £154,000
- Connect £308,000
- Incommunities £1,084,230
- Kirklees £280,000
- Together £1,700,545
- WDH £847,000
- Yorkshire Housing £238,000

(iii) That delegated authority be granted:

- To the Head of Economic Implementation to reallocate funding and / or outputs in consultation with PAT but without the need to submit a formal Change Request to PAT if one or more Housing Association is unable to use their funding allocation, but another is.
- To the Head of Economic Implementation and the Head of Legal and Governance Services in consultation to finalise the Funding Agreement Addendums between the Combined Authority and the Housing Associations (WDH, Connect Housing, Incommunities, Together Housing, Accent Housing, Yorkshire Housing, Kirklees Council, Chartford) and all other related legal documents that may be required.

(iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and any change requests are delegated to the Climate, Energy and Environment Committee, which will be subject to the scheme remaining within the tolerances outlined in this report.

Project Title	Climate Environment Plan Wave 1
Stage	1 (assessment and sequencing)
Decision Point	Change request (activity 1)

Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12A, Local Government Act 1972, Part 1:		
Are there implications for equality and diversity?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

Background

- 4.64 West Yorkshire has declared a climate emergency and has a target to be net-zero carbon by 2038, 12 years ahead of the national net-zero target. Net-zero carbon refers to the balance between the amount of carbon dioxide (CO₂) produced and the amount removed from the atmosphere.
- 4.65 Meeting the target, achieving emission reductions of over 11 MtCO₂e by 2038, requires emissions to be reduced to virtually zero by 2038, a significant and challenging task. At current rates, adopting a market-led business as usual approach, will not achieve this target, with the Carbon Emission Reduction Pathways (CERP) study suggesting this approach, would result in an emission reduction of 32% by 2038.
- 4.66 Given this context there is a clear need to increase the pace and scale of activity focussed on achieving net-zero carbon, beyond what is being delivered both now and in the future. The West Yorkshire Climate and Environment Plan (CEP), based on the findings of the CERP, outlines the activities needed over the next three years, to set the region on a pathway towards achieving the 2038 target.
- 4.67 The CEP will include partnerships and programmes that help enable carbon reduction in future years. It focuses on enabling actions that maximise emissions reduction, improve nature, and prepare for a changing climate in line with the Combined Authority's 2038 target.
- 4.68 In February 2022, the Combined Authority indicatively approved funding for the Investment Priorities within the West Yorkshire Investment Strategy (WYIS) for the financial years 21/22-24/25, with full approval to spend given once schemes had been developed and progressed through the Combined Authority's assurance process.

4.69 Investment Priority 4 (IP4) - Tackling the Climate Emergency and Environmental Sustainability was given an indicative allocation of £40,000,000, to implement the CEP proposals. A two-step prioritisation exercise, endorsed by the Combined Authority's Climate, Energy and Environment Committee, was then undertaken based on strategic fit and deliverability. This resulted in the following actions being prioritised to proceed to programme development:

- Better Homes Yorkshire Hub
- Better Neighbourhoods
- Business Sustainability Package
- Communications, Engagement and Marketing
- Flood Risk and Drainage
- Green Skills and Training
- Solar PV and Storage
- Local Area Energy Planning
- Community Energy
- Heat Decarbonisation
- Shared Mobility
- Green Infrastructure and Access for Health / Regenerative Nature Recovery Schemes

4.70 The actions will be delivered in waves, with an initial focus on actions that prioritise reduced energy demand across homes and businesses, improve access to skills and training and support climate resilience interventions. The CEP Wave 1 portfolio contains seven programmes, outlined below, which are at various stages of development. The remaining prioritised actions will be progressing through programmes delivered as part of Wave 2.

- **Better Homes Yorkshire Hub** - This programme will enable the upscaling of domestic energy efficient retrofits for households across West Yorkshire. It will tackle fuel poverty, reduce carbon emissions from housing and ensure homes are fit for the future.
- **Better Neighbourhoods** - This programme looks to establish a community grants funding programme helping to support net zero activity across buildings, energy, nature, and climate resilience to inspire behaviour change and educate at a community level.
- **Business Sustainability Package** - This package aims to provide a simplified, consistent, and impartial source of support to small and medium sized businesses (SMEs) within West Yorkshire, to plan for net zero and become climate ready.

Energy Price Crisis Emergency Business Grants Programme

Within this package as a short-term emergency response, to provide immediate support to businesses with the cost-of-living crisis, pending a decision on the overall Business Sustainability Package business case,

which subject to approval, will see a new programme of support for businesses start in April 2023, an Energy Price Crisis Emergency Business Grants Programme, to support SMEs in all sectors to undertake energy efficiency or renewable energy projects that will save money and make them more resilient to future rises in energy costs is proposed.

The Energy Price Crisis Emergency Business Grants Programme will launch in November 2022 and take applications through to 31 March 2023, with final grant payments by 30 June 2023. Grants are available to businesses in West Yorkshire with 50 or fewer employees fewer which meet the application criteria.

The programme, which aligns to several of the Mayor's Pledges, the Strategic Economic Framework, the Climate & Environment Plan as well as a range of other policies and strategies, aims to support between 250 and 300 SME businesses with grants to improve energy efficiency or invest in renewable energy to improve energy resilience.

Projects which can be supported include heating, lighting, insulation (including roller shutter doors), solar PV, wood burners, compressors and refrigeration. The grant is to replace existing, working but inefficient fixtures, fittings, plant or machinery but cannot support new investment where this is not a replacement for existing items. A full list of eligible interventions will be made available to applicants at the start of the programme. Applicants will need to demonstrate an estimated energy saving of either gas, electricity or heating oil in kWh. Projects unable to identify savings will not be funded

The programme is expected to have a positive impact on carbon within the region as it is fundamentally an energy efficiency programme which directly links to carbon savings. A Stage 1 (Activity 1 & 2) carbon impact assessment has been undertaken.

The programme has been developed using recent learning from the Combined Authority's Resource Efficiency Fund (REF) and Resource Efficient Business (REBiz) programmes and the COVID resilience grant scheme.

The Combined Authority's existing Clean Growth team will manage the programme, drawing on support from the within the wider Business Support team as necessary.

Approval is sought through this report for the £1,100,000 to deliver Energy Price Crisis Emergency Business Grants Programme.

- **Communications, Engagement and Marketing** - This programme comprises a multi-channel behaviour change campaign to encourage people and businesses to lower their own carbon emissions and make positive changes, marketing support for Local Authorities and a market research exercise to gauge perceptions and attitudes.
- **Flood Risk and Drainage** – The programme includes nine Natural Flood Management schemes, delivered across a range of partners, as part of a catchment level approach to flood risk management.

West Yorkshire Flood Innovation Programme (FLIP) – UK Shared Prosperity Fund

The programme also includes support for the West Yorkshire Flood Innovation Programme (FLIP) a collaborative, innovative programme to reduce the impact of flooding and climate change in West Yorkshire through increasing resilience, which will support flood risk management feasibility studies and capacity building through collaboration and shared learning.

FLIP aligns with the CEP's proposals to enhance flood and climate resilience across the region and seeks to embed innovation and best practice to enhance, accelerate and add innovation, to a range of flood schemes, including some Natural Flood Management (NFM) schemes which are part of this programme. The FLIP work programme will support partnership efforts to deliver an enhanced flood risk management programme to minimise the impact of flooding events in the future and provide enhanced flood protection to homes and businesses. FLIP will be funded from the UK SPF allocation, Pillar 1 Communities and Place. Utilising the proposed UK SPF allocation, of **£310,000**, FLIP will deliver a programme of activities to enhance and accelerate delivery of feasibility studies and engage with stakeholders. These will align to the UK SPF Interventions E11 and E14. The proposed UKSPF outputs are:

- Number of feasibility studies supported (6); and
- Number of people attending training sessions (130).

Approval is sought through this report for the £310,000.

Green Skills and Training -This programme will support investment in teaching and learning resources, curriculum enhancements and develop a platform supporting individuals to access green jobs and skills.

- **Solar PV and Storage** -This programme will increase solar capacity by 11 megawatts (MW) investing in Solar for Schools, solar buying schemes, solar on Combined Authority assets and investing the West Yorkshire Housing Partnership scheme to install solar and battery systems.

4.71 This Gainshare allocation complements other funding sources that are being used to address the climate emergency and progress the CEP, such as the City Region Sustainable Transport Settlement (CRSTS) and Zero Emission Bus (ZEBRA) fund to achieve transport objectives, and government funding e.g. for the production of a Local Nature Recovery Strategy (LNRS) for West Yorkshire. Multiple proposals are also being taken forward with use of existing resource including exploring our approach to biodiversity net gain and the opportunity for hydrogen in West Yorkshire. Tackling the climate emergency objectives are being considered as part of every scheme proposal of the Combined Authority. The development funding sought here is for the scope of activity being prioritised against the indicative £40,000,000 gainshare funding allocation. The areas prioritised include actions that we can move swiftly into a delivery phase and also includes activity that will kickstart long-term delivery where significant carbon savings can be made, such as the Better Homes Hub.

4.72 The CEP Wave 1 portfolio will be funded from the gainshare allocation for Investment Priority 4 (IP4) - Tackling the Climate Emergency and

Environmental Sustainability. Each programme will proceed individually through the Combined Authority's assurance process as they are at various stages of development. But, to expedite delivery this change request seeks approval for:

- (i) Further development costs of £1,507,893 to continue to develop individual programme business cases plus approval of £310,000 of UK Shared Prosperity Fund (UK SPF) for the Flood Innovation Programme.
- (ii) Approval of the Energy Price Crisis Emergency Business Grants Programme, part of the CEP's Business Sustainability Package to provide immediate support businesses with the cost-of-living crisis (£1,100,000).

Tackling the Climate Emergency Implications

4.73 The activity in CEP Wave 1 directly contributes to the Mayoral Pledge to 'Tackle the Climate Emergency and protect our environment'. Key activities relating to this pledge include:

- Enabling improvements in the fabric efficiency of homes which will reduce heat loss, improve thermal efficiency, and air tightness whilst reducing housing stock emissions
- Improve green skills and training opportunities, ensuring the required skills are available and can contribute to the green economy.
- Protect homes and businesses through improving their flood resilience.
- Reduce carbon emissions through investing in clean, green energy such as solar PV.
- Supporting businesses to plan towards net-zero and become climate ready and resilient to future extreme weather events.
- Supporting local communities, through grant funded projects, to improve access to nature and increase climate resilience.

Outputs and Benefits

4.74 Each programme will detail SMART outputs and benefits as they progress through the assurance process. The portfolio outputs and benefits include:

- Delivering the CEP actions prioritised by the Climate, Energy and Environment Committee through programmes delivered in CEP Wave 1, by March 2025.
- Reduce CO₂ emissions.
- Retrofit homes, including fuel-poor households, by March 2026.
- Provide business sustainability support and detailed sustainability audits for at least 750 SME businesses, by March 2025 and secure at least £14,250,000 private sector leverage for net-zero and climate readiness, by March 2025.
- Generate renewable energy by March 2025.

- Provide flood resilience adaptation grants to at least 100 SME businesses by March 2025.
- Deliver at least 4,000 natural flood management interventions by March 2028.
- Install solar PV, including on at least 50 schools, across West Yorkshire by March 2025.
- Educate at least 12,500 children in energy and sustainable living by March 2025.
- Deliver household bill savings for fuel poor homes by March 2025.
- Support community organisations to invest in nature, energy efficiency, community energy and climate resilience measures by March 2025.
- Support at least 1,000 young people into green job, with adults being supported through retraining and retaining through targeting of up to 50% of primary schools in the region, 180 secondary schools and seven Further Education (FE) colleges to engage and inspire those in education about opportunities in the green skills sector.
- Proposed UKSPF outputs which align to the UK SPF Interventions E11 and E14:
 - Number of feasibility studies supported (6); and
 - Number of people attending training sessions (130).

4.75 Outputs and benefits will be further defined as part of the development of individual programme business cases.

Inclusive Growth Implications

4.76 The portfolio's inclusive growth implications include:

- Supporting people into securing good, green jobs through the Green Skills and Training programme
- Supporting people out of fuel poverty through developing a long-term programme for retrofitting homes in West Yorkshire and advice service through the Better Homes Hub programme
- Supporting community organisations in projects that work towards a place-based approach to the climate emergency supporting buildings, energy, transport, nature, and flood resilience to improve wellbeing.

4.77 Each programme's contribution towards inclusive growth will be detailed within each individual business case.

Equality and Diversity Implications

4.78 The equality, diversity, and inclusion (EDI) ambition of the portfolio is to ensure that no-one is disadvantaged as a result of the transition to net zero carbon, particularly those most vulnerable in society, and appropriate support is provided to enable everyone to participate in a fair, equal, and inclusive net-zero carbon economy.

4.79 An Equality Impact Assessment (EqIA) has been undertaken for the portfolio and equality and diversity impacts will be taken account of as part of business case development.

Risks

4.80 The portfolio risks include:

- A delay in the recruitment of the core team which may result in slower than expected progress. This is mitigated by existing staff supporting the workstreams.
- Due to programme design or delay, there is a risk of failure to deliver expected carbon savings. This is mitigated by prioritising projects on deliverability, affordability, and low-carbon technology.
- Due to increasing cost of materials and labour, there is a risk that schemes may increase in cost. This is mitigated by early engagement with the markets for sight of material costs.

Costs

4.81 In February 2022, the Combined Authority approved an indicative allocation of £40,000,000 for Investment Priority 4 (IP4) - Tackling the Climate Emergency and Environmental Sustainability, to implement the CEP proposals.

4.82 After further development, the total portfolio cost is now estimated to be £54,328,116 to achieve the outputs; breakdown below. At this stage, further funding is not being requested but this reflects having undertaken more detailed project development activity to scope out the seven programmes.

Better Homes Yorkshire Hub	12,398,106
Better Neighbourhoods	6,690,427
Business Sustainability Package	11,696,934
Communications, Engagement and Marketing	1,330,165
Flood Risk and Drainage including FLIP – UK Shared Prosperity Fund of £310,000	7,070,710
Green Skills and Training	6,165,299
Solar PV and Storage	8,016,676
Cross-programme costs	959,799
TOTAL	54,328,116

4.83 The portfolio is targeted to complement other major investments in the region that support our net zero ambition, this includes major investment in public transport infrastructure. The portfolio is structured to address strategic gaps

where change is not being or being driven fast enough by markets or consumers, it also strikes a balance between small scale, local intervention such as the Better Neighbourhood grants programme to medium-term complex interventions that have potential for transformational impacts such as the Better Homes Hub.

- 4.84 At decision point 1 (strategic assessment) £836,240 of development costs were approved. This report is requesting additional development funds of £1,507,893 from the gainshare allocation for IP4 plus £310,000 from UK Shared Prosperity Fund (UK SPF) allocation for the West Yorkshire Flood Innovation Programme (FLIP). This takes the total development costs to £2,654,133.
- 4.85 The UKSPF West Yorkshire Local Partnership Group recommended the approval of the £310,000 for FLIP at its meeting 5th October 2022.
- 4.86 Note: the allocation and final approval of the £310,000 UKSPF funding is subject to Government approval of the Local Investment Plan due late October/early November 2022.
- 4.87 This report is also requesting approval of £1,100,000 from the gainshare allocation for IP4 to fund the Energy Price Crisis Emergency Business Grants Programme, an interim measure to support businesses with the cost-of-living crisis pending the approval of the overall Business Sustainability Package business case.
- 4.88 The above takes the total portfolio approval to £2,917,893.

Assurance Pathway and Approval Route

- 4.89 Climate and Environment Plan Wave 1 – Portfolio:

Assurance pathway	Approval route	Forecast approval date
2 (strategic outline case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	21/10/2022
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	31/03/2025

- 4.90 This report requests approval for the Flood Innovation Programme (FLIP) and the Energy Price Crisis Emergency Business Grants Programme.

Flood Innovation Programme Assurance pathway	Approval route	Forecast approval date
2 (strategic outline case)	Recommendation: Combined Authority's Programme Appraisal Team	21/10/2022

	Decision: Combined Authority	
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	31/03/2024
Energy Price Crisis Emergency Business Grants Programme Assurance pathway	Approval route	Forecast approval date
2 (strategic outline case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	21/10/2022
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	30/06/2023

4.91 For the other projects in the CEP Wave 1 portfolio, individual business cases will progress through the Combined Authority's assurance process and their assurance pathways and routes will be outlined in those business cases.

4.92 Delegation to the Climate, Energy and Environment Committee is requested for approval of any change requests to FLIP or the Energy Price Crisis Emergency Business Grants Programme and approval of the business cases for the other projects in the CEP Wave 1 portfolio.

Assurance Tolerances

4.93 The assurances tolerances for the CEP Wave 1 portfolio are.

Assurance tolerances
Combined Authority costs remain within those stated in this report. Delivery (DP5) timescales remain within +6 months of those outlined in this report. Outputs remain within -10% of those outlined in this report

4.94 The assurance tolerances for the Flood Innovation Programme (FLIP) are:

Assurance tolerances
Combined Authority costs remain within those stated in this report. Delivery (DP5) timescales remain within +3 months of those outlined in this report. Output tolerances will be set for all schemes within the Funding Agreement and in line with those set out by Government UK Shared Prosperity Fund technical guidance. Funding Agreement to be put in place only once Government have approved the UKSPF West Yorkshire Local Investment Plan.

- 4.95 The assurance tolerances for the and the Energy Price Crisis Emergency Business Grants Programme are:

Assurance tolerances
Combined Authority costs remain within those stated in this report.
Delivery (DP5) timescales remain within +6 months of those outlined in this report.
Outputs remain within -10% of those outlined in this report

- 4.96 The assurance tolerances for each remaining programme within the CEP Wave 1 portfolio will be determined at the next business case stage.

Appraisal Summary

- 4.97 The Climate and Environment Plan Wave 1 Portfolio has been established for actions to be undertaken over the next three years to put groundwork in place for emission reductions in the future to be established. The list of programmes have been selected as part of a prioritisation exercise which was endorsed by the Combined Authority's Climate, Energy and Environment Committee.
- 4.98 The need for schemes that address the climate emergency has been well established and it is recognised that there is a significant challenge to achieve carbon reductions by 2038. This portfolio will set a pathway to achieving carbon reduction targets.
- 4.99 The programmes are at various stages of development and the approval of the additional development costs and approval of the Energy Price Crisis Emergency Business Grants Programme will expedite delivery.
- 4.100 The FLIP work programme will support partnership efforts to deliver an enhanced flood risk management programme to minimise the impact of flooding events in the future and provide enhanced flood protection to homes and businesses by delivering a programme of activities to enhance and accelerate delivery of feasibility studies and engage with stakeholders which align to the UK SPF Interventions E11 and E14. FLIP will be funded from the UK SPF allocation.

Recommendations

- 4.101 The Combined Authority approves:
- (i) The change request to the CEP Wave 1 Portfolio to:
 - a) Further development costs of £1,507,893 to continue to develop individual programme business cases plus the UK Shared Prosperity Fund's (UK SPF) contribution to the Flood Innovation Programme (FLIP) (£310,000), taking the total portfolio development costs approval to £2,654,133. Note: the release of the £310,000 is subject to final approval of the UKSPF Local Investment Plan by Government.

- b) Approval of £1,100,000 for the Energy Price Crisis Emergency Business Grants Programme, part of the CEP's Business Sustainability Package to provide immediate support businesses with the cost-of-living crisis
 - c) Taking the total portfolio approval to £2,917,893.
- (ii) The Combined Authority enters into a Funding Agreement with Leeds City Council for expenditure of up to £310,000.
- (iii) Delegation to the Climate, Energy and Environment Committee is requested for approval of any change requests to FLIP or the Energy Price Crisis Emergency Business Grants Programme and approval of the business cases for the other projects in the CEP Wave 1 portfolio.
- (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and any change requests are delegated to the Climate, Energy and Environment Committee, which will be subject to the scheme remaining within the tolerances outlined in this report.

Project Title	UKSPF - Local Authority Hyper Local Programme
Stage	2 (scheme development)
Decision Point	2,3 and 4 (business justification)

Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12A, Local Government Act 1972, Part 1:		
Are there implications for equality and diversity?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

Background

4.102 The UK Shared Prosperity Fund (UKSPF) is the Government’s successor to the ESIF programme, aiming to “build pride in place and increase life chances across the UK” through three investment priorities/pillars:

- Communities and place
- Supporting local business
- People and skills.

4.103 £30,000,000 plus management fees of £1,227,000 of the UKSPF allocation will be allocated to the five local authorities to support local delivery primarily focused on the community and place pillar. Although crosscutting work across the other pillars that requires district level delivery will also be a focus for some authorities.

4.104 This scheme will deliver interventions, outputs and outcomes at a hyperlocal level which will contribute to the West Yorkshire Combined Authority’s UKSPF Local Investment Plan (LIP) between October 2022 and March 2025. Local delivery will be delivered in line with the aims and objectives of UKSPF alongside the regional strategic objectives set out in the West Yorkshire Investment Strategy (WYIS) and the local challenges faced by each Local Authority (LA). The project builds on the infrastructure and partnerships already in place across the region to ensure delivery is effective, successful and timely.

4.105 This project has strategic alignment at a local level through the local authorities local strategies, regional (Strategic Economic Framework) through boosting productivity, enabling inclusive growth and tackling the climate emergency and national level (UKSPF and Levelling Up agenda) by increasing pride of place and social fabric within communities with clear outputs and outcomes which meet those set out in the West Yorkshire LIP.

4.106 The allocation of funding to LAs for hyperlocal delivery enables the utilisation of existing infrastructure, partnerships, deep understanding of local communities, data and intelligence to deliver maximum value through UKSPF, engage with communities most in need and deliver measurable change in a timely manner.

4.107 The UKSPF will be allocated to Local Authorities as follows:

- Bradford £7,578,145 + £303,126 management fee.
- Calderdale £2,764,079 + £137,563 management fee
- Kirklees £5,824,858 + £232,994 management fee
- Leeds £9,393,538 + £375,742 management fee
- Wakefield £4,439,380 + £177,575 management fee
- **Total £30,000,000 + £1,227,000 management fee**

4.108 A summary of the scheme's business case is included in **Appendix 3**.

Tackling the Climate Emergency Implications

4.109 The Local Authorities have a commitment to zero carbon which is highlighted as a challenge through all the local strategies. The scheme addresses this through activities which enable more sustainable communities e.g. adopting energy efficient measures and reducing food waste and support for businesses to be aware of their carbon footprint. Activity will also be undertaken to support businesses understand and improve their carbon footprint, develop green spaces and promote active travel.

Outputs and Benefits

4.110 The UKSPF prospectus set out the interventions, aims and objectives the fund should deliver to.

4.111 The UKSPF will support the UK government's wider commitment to level up all parts of the UK by delivering on each of the levelling up objectives:

- Boost productivity, pay, jobs and living standards by growing the private sector, especially in those places where they are lagging
- Spread opportunities and improve public services, especially in those places where they are weakest
- Restore a sense of community, local pride and belonging, especially in those places where they have been lost
- Empower local leaders and communities, especially in those places lacking local agency

4.112 The primary goal of the UKSPF is to build pride in place and increase life chances across the UK.

4.113 Underneath the overarching aim of building pride in place and increasing life chances, there are three UKSPF investment priorities:

- Communities and place
- Supporting local business
- People and skills

4.114 Each LA has put together a business case which sets out the selected interventions, outputs and outcomes they expect to deliver at a hyperlocal level. Interventions, outputs and outcomes are in line with the West Yorkshire Local Investment Plan (LIP) which was submitted to the UK government for approval summer 2022.

1.2 The West Yorkshire LIP identified the need to build VCS capacity, build safe strong communities, support places to thrive and create opportunities for resilient and safe communities. It also identified the unique nature of place in addressing these issues.

4.115 Specifically, the LA proposals will contribute to the delivery of the West Yorkshire LIP which set out a number of key areas to be addressed these are:

- Deprivation: Supporting Local groups and communities to address poverty, in-equalities and reducing the cost of living.
- Building community capacity and infrastructure: Investing in the Voluntary, Community and Social Enterprise (VCSE) Sector in West Yorkshire and with-in/across communities of interest.
- The Changing roles of towns: Supporting our towns to thrive.
- Delivering levelling up through increased productivity in good work through all businesses
- Increasing entrepreneurialism and innovative activity
- Supporting the green economy
- Support people towards and into employment

4.116 The delivery of interventions will be measured through outputs and outcomes at a hyperlocal level for each LA as set out in each of the areas' business case, which will contribute towards those set out in the West Yorkshire LIP. Through these clear interventions, outputs, and outcomes metrics are in place which enables the project's success to be clearly measured and evidenced. The project has a clear strategic alignment at a local, regional, and national level.

4.117 The project will support delivery of the following Mayoral Pledges and priorities:

- Support local businesses and be a champion for our regional economy – Activity will be undertaken to support our businesses to be innovative, access investment and support their growth ambitions.
- Tackle the climate emergency and protect our environment – Activity will be undertaken to support businesses understand and improve their carbon footprint, develop green spaces and promote active travel.

- Prioritise skills and training to ensure everyone in West Yorkshire has the skills they need to secure work – Activity will be undertaken which promotes and supports the ecosystem of training and opportunities in priority sectors. Alongside this activity will take place which supports communities to develop their broader skills to support the cost of living crisis and recovery from covid-19.

4.118 The allocation and final approval of the UKSPF funding is subject to Government approval of the West Yorkshire Local Investment Plan due late October/early November 2022.

Inclusive Growth Implications

- 4.119 The project has alignment with the regions Inclusive Growth Framework. Activity will be focused on priority neighbourhoods and populations across the region ensuring opportunities are widely distributed to address inequalities.
- 4.120 Inclusive growth will be embedded in delivery by optimising opportunities to target those hard to reach individuals who would benefit most from support, through the effective involvement of VCS partners.

Equality and Diversity Implications

- 4.121 All of the LAs have a commitment to equality and diversity in all the work they undertake. Each LA has processes in place to ensure equality and diversity has been considered for projects they undertake. This scheme provides a real opportunity to tackle equality and diversity and make a measurable difference to groups and communities.
- 4.122 Equality Impact Assessments will be undertaken by each LA as part of the initial delivery phase.

Risks

- 4.123 The key scheme risks and mitigations are:
- Cost of living increases impact on programme delivery - Further increases in cost of living impacts on opportunities to engage residents and community organisations and impacts on participation in Communities and Place programme and risks achievement of wider outputs and outcomes. Mitigation - Programme includes specific focus on cost of living advice through expansion of local areas programme. Opportunities to integrate cost of living/benefits advice with support for VCS organisations and other elements of the programme (e.g. digital hubs)
 - Current labour market conditions impact on ability to recruit key programme delivery/management staff for both the Council and commissioned partners - Unemployment remains low and wage increases in the public and voluntary sectors are not keeping pace with those in the private sector. Mitigation - LAs to explore use of secondments and other mechanisms to mitigate, particularly in year 1.

Noted that ESIF programmes will be ceasing during 2023 and opportunities to tap into this labour pool will be explored.

- Project delays resulting from supply chain issues - Material supply issues outside local control e.g., Brexit or Covid-19, leading to project delays and potential redesigns of certain elements. Mitigation - Continual monitoring of emerging situations in respect of these issues. Design team to refine materials and/or "systems" choices to avoid potential supply issues (where possible).
- Impact of inflation - Current state of the economy (Brexit, Covid-19, war in Ukraine) could have significant impact on inflation, resulting in increased construction costs for capital projects. Mitigation - Include a significant (15%) allowance for inflation in costs and contingency sums. Regularly review the guidance on latest inflation forecasts covering the project programme period.
- Effective performance management at programme level - There is a risk that local spend/output/outcome targets may not be achieved, impacting on the overall West Yorkshire programme. Mitigation - The LA's will utilise tried and tested performance management and governance arrangements, processes and procedures. Experienced staff put in place strong and robust systems. Misuse of funds at a provider level will be mitigated by audit and assurance activity undertaken. The Combined Authority will be monitoring progress on a quarterly basis and will be reporting to Government as required.
- Principal Contractors and / or subcontractors become insolvent - Principal Contractor and / or subcontractors become insolvent. Mitigation - All contractors to be procured through suitable frameworks to ensure an element of assurance is given to the financial standing and their suitability. PMs to have sight of all sub-contractor appointments also.

Costs

4.124 £30,000,000 plus management fees of £1,227,000 of the UKSPF allocation will be allocated to the five local authorities to support local delivery primarily focused on the community and place pillar as follows:

- Bradford £7,578,145 + £303,126 management fee.
- Calderdale £2,764,079 + £137,563 management fee
- Kirklees £5,824,858 + £232,994 management fee
- Leeds £9,393,538 + £375,742 management fee
- Wakefield £4,439,380 + £177,575 management fee
- **Total £30,000,000 + £1,227,000 management fee**

4.125 The Combined Authority's contribution is £31,227,000 from UKSPF.

4.126 Note: the allocation and final approval of UKSPF funding is subject to Government approval of the West Yorkshire Local Investment Plan due late October/early November 2022.

4.127 Match funding is also being provided:

- Bradford: Whilst match funding is available for a number of the projects this has been designed to strengthen the offer and delivery is not dependent on the match funding. At this stage it is not possible to quantify what this will equate to over the 3 year delivery period.
- Calderdale: £2,390,000.
- Leeds: £1,420,000.

4.128 The total scheme costs are £35,037,000.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
2 to 4 (Business Justification)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	21/10/2022
Approval to Proceed	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery – subject to final approval also being received by Government of the overall West Yorkshire allocation.	31/10/2022
5 (delivery closure)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	31/03/2025

Other Key Timescales

4.129 This scheme will enable the interventions, outputs and outcomes at a hyperlocal level contributing to West Yorkshire Combined Authority's Local Investment Plan (LIP) between October 2022 and March 2025.

Assurance Tolerances

Assurance tolerances
<p>Combined Authority costs remain within those stated in this report.</p> <p>Delivery (DP5) timescales remain within +3 months of those outlined in this report.</p> <p>Output tolerances will be set for all schemes within the Funding Agreement and in line with those set out by Government UK Shared Prosperity Fund technical guidance.</p> <p>Funding Agreement to be put in place only once Government have approved the UKSPF West Yorkshire Local Investment Plan</p>

Appraisal Summary

- 4.130 The scheme will be delivered through UKSPF funding and will operate and align with the fund objectives which align with the Governments Levelling Up agenda. The scheme has particular alignment with the communities and place pillar delivering against these objectives, interventions, outputs and outcomes. The scheme also has alignment with the support local businesses and people and skills pillar.
- 4.131 The project will support delivery of three Mayoral Pledges and priorities and at the heart of all LA's local strategies are inclusive growth, health & wellbeing and sustainability which contribute to regional and national strategic priorities.
- 4.132 At a regional level there is no existing structures in place to deliver the Communities and Place pillar at a hyperlocal local which means WY LA's are ideally placed to accept this funding due the infrastructure and partnerships in place at a hyperlocal level and their experience in delivering these types of projects. The existing infrastructure, partnerships in place and thorough understanding of the local area alongside existing systems and processes enables the WY LA's to add additionality to its existing activity at a hyperlocal level at speed and scale enabling the LIP outputs and outcomes to be achieved in a timely and effective manner. The strong partnerships WY LA's hold particularly with the voluntary and community sector (VCS) ideally positions them to facilitate building VCS capacity and building safer, stronger communities which are identified as opportunities which will contribute to the delivery of the West Yorkshire LIP.
- 4.133 Each LA has put together a business case which sets out the selected interventions, outputs and outcomes they expect to deliver at a hyperlocal level. Interventions, outputs and outcomes are in line with the West Yorkshire Local Investment Plan (LIP) which was submitted to the UK government for approval summer 2022.
- 4.134 The West Yorkshire LIP identified the need to build VCS capacity, build safe strong communities, support places to thrive and create opportunities for resilient and safe communities. It also identified the unique nature of place in addressing these issues. The delivery of interventions will be measured through outputs and outcomes at a hyperlocal level for each WY LA and are set out in appendices of the LIP. Interventions, outputs, and outcomes metrics, set out by Government, are in place which enables the project's success to be clearly measured and evidenced.
- 4.135 Three options are appraised at a programme level – BAU (do nothing), do minimum (Smaller LA allocation with centralised Communities and Place Fund) and additional option (Allocation of funding to WY LAs) with the additional option being the preferred option. However, there has been no options appraisal as to the interventions, outputs and outcomes each LA will deliver as there is very little detail on the projects that will be delivered, as these have not yet been determined, only broad draft proposals. There are no VfM metrics.
- 4.136 There is very little detail on the projects that will be delivered, as these have not yet been determined, only broad draft proposals. There is also little detail

on inclusive growth, EDI and inclusive growth implications. It is therefore trusted that the interventions will deliver the outputs and outcomes set out in the West Yorkshire LIP and the UKSPF West Yorkshire Local Partnership 'Advisory' Group (LPG) will monitor and ensure successful delivery.

- 4.137 Overall costs and a breakdown by LA and spend profile of these are presented. The capital and revenue split has been set by the Government for UKSPF within their methodology. As funding is being sought from UKSPF from an agreed funding formula, for factors such as for inflation or increased cost the only contingency which can be considered is scaling back activity, which may have an effect on outputs and outcomes. The change control process to mitigate the risk of clawback will be monitored in line with the Governments requirements with reporting mechanisms and change control processes set out within the Funding Agreements to be put in place.
- 4.138 Overall programme management for the £68,000,000 Fund is led by the Combined Authority who are the designated Lead Authority by Government. Oversight of performance at West Yorkshire level will be through the UKSPF West Yorkshire Local Partnership 'Advisory' Group – the WY LPG – that will report to the Combined Authority's Finance, Resources and Corporate Committee (FRCC) and ultimately to the Combined Authority. At a local level, programme management arrangements are in place. Each LA has extensive programme management experience of delivering externally funded programmes with assurance processes in place – who will report to the Combined Authority on a quarterly basis.
- 4.139 The recommended conditions detail where further information / detail is required.

Recommendations

- 4.140 The Combined Authority approves that, subject to the conditions set by PAT and set out in the decision point certificate and subject to final approval of the UKSPF West Yorkshire Local Investment Plan by Government:
- (i) The UKSPF - Local Authority Hyper Local Programme scheme proceeds through decision point 2 to 4 (business justification) and work commences on activity 5 (Delivery).
 - (ii) Approval to the Combined Authority's contribution of £31,227,000 UKSPF is given. The total scheme value is £35,037,000.
 - (iii) The Combined Authority enters into funding agreements with the five West Yorkshire Local Authorities for the following amounts:
 - Bradford £7,578,145 + £303,126 management fee.
 - Calderdale £2,764,079 + £137,563 management fee
 - Kirklees £5,824,858 + £232,994 management fee
 - Leeds £9,393,538 + £375,742 management fee
 - Wakefield £4,439,380 + £177,575 management fee

- (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and where required, any change requests are delegated to the Finance, Resources and Corporate Committee, following advice by the UKSPF LPG. This will be subject to the scheme remaining within the tolerances outlined in this report.

Project Title	West Yorkshire Innovation Programme
Stage	2 (scheme development)
Decision Point	2,3 and 4 (business justification)

Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12A, Local Government Act 1972, Part 1:		
Are there implications for equality and diversity?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

Background

4.141 The scheme is a three year programme aiming at provision of innovation support to small and medium sized enterprises (SMEs) to improve their business operations, products, processes, and services. This scheme had two predecessor programmes, Access Innovation and Connecting Innovation that were delivering innovation support in West Yorkshire since 2017.

4.142 Activities to be delivered include:

- Via Business West Yorkshire, a gateway for businesses to seek innovation support, a light touch diagnostic and signposting to the rest of the ecosystem (i.e. the network of innovative businesses and partners, including Universities that work cooperatively and competitively to support businesses to develop new products, processes, and services) will be provided if innovation opportunities/ potential is identified.
- Working with the Growth Managers and the ecosystem via the West Yorkshire Innovation Network (WYIN), the innovation service would be able to provide the following:
- Innovation vouchers with the maximum value of £5,000 with a 50% intervention rate (e.g. total innovation project is £8,000, the business can apply for up to £4,000 in grant support and match this with £4,000 of its own funding). Vouchers will be available for all businesses regardless of sector, targeting businesses with up to 50 employees.
- Strategic grants targeted at the key sectors of net zero and health to drive innovation for social impact/good. These will be capped at £25,000 to fill the gap in provision that exists in the ecosystem and prioritise / incentivise innovations that solve societal challenges.
- Commissioning of the annual Mayor's Innovation Prize, a challenge competition that sets a challenge question and invites

individuals/businesses to solve the challenge. Businesses/ individuals are supported to devise implementable ideas, with the best ones receiving prizes in the form of funding and/or in-kind support.

- Developing and strengthening the partnership of innovative businesses, universities, Innovate UK and other partners working competitively and collaboratively to promote innovation (the ecosystem) via the West Yorkshire Innovation Network (WYIN).
- Promoting the opportunities for innovation and the support available across the region via a range of comms and marketing mechanisms, including the annual West Yorkshire Innovation Festival.
- The commissioning team/route for further opportunities to drive up innovation (which would be subject to a separate process and funding streams) and delivered by a range of external partners. This would provide capacity for future innovation support or related priority projects that may need to be implemented in the future.

4.143 The scheme objectives are:

- To increase the number of businesses who are innovation active.
- To increase business R&D investment in WY.
- To increase the diversity of businesses engaged in innovation.

4.144 The scheme demonstrates clear strategic fit by responding to the Strategic Economic Framework (SEF) i.e. alignment through the West Yorkshire Innovation Framework, Healthtech Strategy and Business Productivity and Resilience Plan. The scheme also responds to the West Yorkshire Investment strategy Priority 1 - Good Jobs and Resilient Business priority and is aligned with Mayor's Pledge of the Support Local Businesses Pledge (4) which includes increase R&D and innovation activity in the region. This innovation scheme will do this both directly, through innovation finance provision, and indirectly by convening and facilitating the wider ecosystem via the West Yorkshire Innovation Network (WYIN).

4.145 The scheme is seeking £5,550,376 from the Combined Authority's Gainshare allocation for Investment Priority 1 - Good Jobs and Resilient Businesses to boost productivity by helping businesses grow and invest in the region and their workforce, driving economic growth, increasing innovation, and creating jobs.

4.146 A summary of the scheme's business case is included in **Appendix 4**.

Tackling the Climate Emergency Implications

4.147 The scheme will:

- Invest in the development of a net zero and environment pipeline and the deployment of infrastructure that facilitates the transition to net zero.
- Deliver innovation support in meeting net zero including providing mechanisms to support better engagement between industry and

academia, which is a key priority and outcome of this proposed programme.

- 4.148 The scheme will support a number of innovation projects in dealing with net zero targets however, it is not possible to calculate carbon savings / increase per annum and for design life of the scheme as projects will be developed and put forward for funding by businesses. The Combined Authority's Carbon Impact Assessment Tool was used to demonstrate qualitative contributions toward carbon reduction targets.
- 4.149 Evidence shows that the UK has not yet achieved absolute decoupling of growth from greenhouse gas emissions. It is therefore possible that supporting business to innovate and grow through this programme could result in a net increase in climate impacts. However, this is unlikely as the recent track record of predecessor programmes shows the majority of projects that have been delivered are around digital innovation which is likely to deliver positive climate impacts, and a number of projects have been approved that have potential for high direct positive climate impact. It is expected that this trend will continue in the new programme. The programme will also operate a robust grant appraisal process and any proposed projects with a significant negative direct climate impact should be filtered out through this process.

Outputs and Benefits

4.150 The scheme outputs and benefits include:

- The number of businesses receiving innovation vouchers (135)
- The number of businesses receiving strategic grants (45)
- Challenge competitions (3)
- The number of new to market products/processes/services (45)
- Businesses engaged/supported (300)
- Businesses accessing financial support for first time (40)
- Number of businesses cooperating with an external innovation provider (100)
- Local, regional, national and international profile of West Yorkshire as an innovation hub
- Better experience for businesses with the right support in place and a connected ecosystem

Inclusive Growth implications

4.151 Businesses that receive grant funding from the CA are asked to make an inclusive growth commitment. These include, but are not restricted, to:

- Improve skills and employability of young people in education
- Improve skills and employment opportunities for local and disadvantaged people

- Increase training and development opportunities in the workplace
- Work with the LEP Clean Growth team to identify and implement meaningful actions to make the business more environmentally sustainable
- Commit to paying staff the Real Living Wage within an agreed timescale
- Pay small business suppliers in accordance with the Prompt Payment Code (only for employers with over 100 employees)
- Other inclusive growth commitments bespoke to the company's own policies, considered sufficient by the Combined Authority

4.152 All Inclusive Growth commitments will be tracked closely, using the system that is already in place and that is currently being reviewed to be more consistent. It will be a condition of all funding offers that they are undertaken/completed prior to the release of all payments.

4.153 One of the major benefits of innovation is its contribution to economic growth. Simply put, innovation can lead to higher productivity, meaning that the same input generates a greater output. As productivity rises, more goods and services are produced – the economy grows.

4.154 Innovation and productivity growth bring vast benefits for consumers and businesses. As productivity rises, the wages of workers increase. They have more money in their pockets, and so can buy more goods and services. At the same time, businesses become more profitable, which enables them to invest and hire more employees. We therefore expect a net positive impact in term of employment.

Equality and Diversity implications

4.155 An Equality Impact Assessment (EqIA) has been undertaken for the scheme and equality and diversity impacts taken account of as part of the development of the scheme and the business case development.

4.156 The programme will seek to achieve targets to reach under-represented communities of 10% with a BAME decision maker, 15% with a female decision maker and 25% in 20% most deprived.

4.157 Since May 2022, EDI data has been captured by the Growth Service. The proposed new programme will be able to utilise this data about those that we engage with to be able to see whether our activities are accessed in a way that is proportionate to the communities that we serve. Where this is not the case, these barriers to engagement will be explored and approaches modified to ensure representation.

4.158 The scheme will use established relationships with the Yorkshire Asian Business Association, Yorkshire Enterprise Network and Black Business Ventures to engage with the black and minority ethnic (BAME) business community. The team is also engaged with the West and North Yorkshire Chamber of Commerce BAME committee, which is a newly established group to raise awareness of business support amongst the BAME business

community, with a similar group expected to be established shortly by the Mid-Yorkshire Chamber.

- 4.159 Setting targets and understanding the evidence are only the beginning of this story. The service will look at how it communicates and engages with businesses through a range of channels, including for example, the south Asian business community, the black business community, women business owners and disabled business owners. The innovation service will also seek to work with partners to encourage them to do the same.
- 4.160 Initiatives such as the Mayor's Innovation Prize will aim to create positive case studies and role models to ensure that a broad range of the population can see people 'like them' leading the way on innovation. This will help ensure that wider communities will have awareness of the support on offer. This will in part be supported through the triage service Business West Yorkshire will offer to direct businesses to innovation support.

Risks

4.161 The scheme risks include:

- Significant changes in innovation support landscape impacting on delivery of programme due to duplication. This will be mitigated by advancing discussions with providers in the region through the West Yorkshire Innovation Network mitigated by close partnerships with Innovate UK. Flexible delivery model.
- Inability to recruit suitable team members undermines delivery programme mitigated by reviewing existing structure and developing it to provide flexible capacity. This will be mitigated by working in open partnership allows the utilisation of the expertise of the ecosystem as a whole, without having to provide the expertise directly.
- Change in strategic priorities at senior level in organisation impacts nature of support programme. This will be mitigated by flexible delivery model proposed able to adapt to change.
- Businesses do not engage with the programme due to cost of energy crisis. This will be mitigated by the potential of the innovation support being a way in which businesses can adapt to economic pressures, in particular operating costs can be reduced through innovation and new markets can be developed thus building business resilience.
- Support delivery undermined by failure of wider business support network due to programme dependency to an extent on the Business West Yorkshire programme which is undergoing approval process. This is being mitigated by Business West Yorkshire programme being developed in parallel, so can be adapted and/or slowed if need be to accommodate any issues.

Costs

4.162 The scheme costs are £6,934,126.

- The Combined Authority’s contribution is £5,550,376 from gainshare Investment Priority 1 - Good Jobs and Resilient Businesses.
- The remaining funding is £1,383,750 from private sector funding (SME match).
- At decision point 1 (strategic assessment) £20,000 of development costs were approved to develop the scheme to decision point 2 - 4 (business justification case).

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
2,3 and 4 (business justification)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	21/10/2022
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	31/03/2026

Other Key Timescales

- Start of service: 01/04/2023
- Mid-term evaluation: 30/09/2024
- Completion and delivery of outputs: 31/03/2026
- Final project evaluation: 31/03/202

Assurance Tolerances

Assurance tolerances
Combined Authority costs remain within + 10% of those outlined in this report Delivery (DP5) timescales remain within 5 months of those outlined in this report. Outputs remain within -10% of those outlined in this report

Appraisal Summary

- 4.163 The programme responds to the Strategic Economic Framework (SEF) and aligns with the West Yorkshire Innovation Framework, Healthtech Strategy and Business Productivity and Resilience Plan. The programme also responds to the West Yorkshire Investment strategy Priority 1 - Good Jobs and Resilient Business priority. The scheme is aligned with Mayor’s Pledge of the Support Local Businesses Pledge (4) which includes increase R&D and innovation activity in the region.
- 4.164 The scheme will provide innovation support services that complement the current offer at the regional and national level.

4.165 The scheme is viable and affordable. Procurement route is clearly established and is in line with procurement rules.

Recommendations

4.166 The Combined Authority approves that:

- (i) The West Yorkshire Innovation Support Programme proceeds through decision point 2 to 4 (business justification) and work commences on activity 5 (delivery).
- (ii) Approval is given to Combined Authority's contribution of £5,550,376. The total scheme value is £6,934,126.
- (iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and where required, any change requests are delegated to the Business, Economy and Innovation Committee. This will be subject to the scheme remaining within the tolerances outlined in this report.

Project Title	Business West Yorkshire
Stage	2 (scheme development)
Decision Point	2,3 and 4 (business justification)

Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12A, Local Government Act 1972, Part 1:		
Are there implications for equality and diversity?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

Background

- 4.167 The scheme will support 9,000 Small and Medium Sized Enterprises (SMEs) across West Yorkshire over three years to improve productivity, increase resilience and achieve growth.
- 4.168 The scheme builds on the successes of the existing Growth Service, which has been delivering support to SMEs since 2015. The Growth Service is due to end 31 March 2023.
- 4.169 The proposal will fund the team of Growth Managers who are embedded within the local authorities. It will fund the Gateway team and infrastructure (telephone, email and online channels), specialist support and advice, outreach events, marketing and annual impact evaluation.
- 4.170 In recent years the Growth Service has been able to quickly respond to challenges businesses have been faced with including Brexit, floods, COVID 19, rising energy costs and the rising costs of doing business. Specialist support and advice included within the proposal will enable continued flexibility to respond to economic challenges and to enhance the general Growth Manager offer with specialist consultancy.
- 4.171 There will be a focus in the new service on addressing key themes of:
- **Access:** The scheme will provide a single access point so SMEs can easily access the support they need. The scheme will aim to reach a more diverse range of businesses and communities across West Yorkshire.
 - **Reach and inclusion:** The scheme will expand the reach of the service to a wider and more diverse SME audience, with no sector restrictions (as has been the case with some EU funding), and across all communities in West Yorkshire.

- Effective targeting: using data and innovative technology for communications and engagement.
- Private sector engagement: a refreshed approach to engagement with the professional services sector to expand the reach of the service and partnership approach to filling gaps in service provision.
- Flexibility and continuous improvement: a flexible delivery model enabling the service to respond effectively to new economic challenges and to potentially expand provision according to future demand and to address emerging priorities (e.g. alternative business ownership models and equality, diversity and inclusion initiatives based on data on the reach and take-up of services).

4.172 The service will act as the key infrastructure for Business Support programmes to be accessed by SMEs.

4.173 The scheme is seeking £4,573,426 from the Combined Authority's Gainshare allocation for Investment Priority 1 - Good Jobs and Resilient Businesses to boost productivity by helping businesses grow and invest in the region and their workforce, driving economic growth, increasing innovation, and creating jobs.

4.174 This service is currently predominantly funded from the European Regional Development Fund which ends in March 2023. With the Combined Authority's Gainshare funding comes a separate service will be provided that offers more flexibility in terms of tailoring the service to the region's needs and opportunities and responds to the cost of living crisis.

4.175 A summary of the scheme's business case is included in **Appendix 5**.

Tackling the Climate Emergency Implications

4.176 The scheme will be the entry point into all business support provided by the Combined Authority. Growth Managers will be employed through the scheme and be an integral part of the Business West Yorkshire Service. A key role of Growth Managers will be to support SMEs to access programmes and funding opportunities, including those that support energy efficiency. Growth Managers will also support SMEs to incorporate energy saving measures as part of wider plans to grow or become more productive.

4.177 Reduced carbon is being directly addressed through the package of business sustainability support currently progressing through the Combined Authority's Assurance Framework. The scheme will act as a gateway to programmes such as the Carbon Net Zero Business Support programme currently going through the Assurance Framework.

4.178 Environmental impact will be considered as part of any grant applications to the Combined Authority from the SMEs.

Outputs and Benefits

4.179 The scheme outputs and benefits include:

- 9,000 SMEs supported to access the business support they need
- 4,500 SMEs access intensive support
- 2,000 SMEs access at least three hours of Growth Service support
- Increased number of ethnic minority, disabled, and female-led businesses using the scheme's services. Targets will be informed by delivery against equality, diversity and inclusion targets for 22/23
- The unit cost to intensively support 2,000 SMEs is £2,649. An independent government commissioned report (December 2013) provided guidance to LEPs around unit costs for outputs. It recommended that unit costs for a relatively low intensity business support intervention would be in the range £2,916 to £5,481 public sector cost (adjusted for inflation) per business assisted.

Inclusive Growth implications

4.180 The scheme inclusive growth implications include:

- The scheme will act as the entry point for businesses to apply for grant funding from the Combined Authority and all businesses that receive grant funding are asked to make inclusive growth commitments as outlined below.
- The service has a target for 25% of the businesses supported to be located in the 20% most deprived areas of West Yorkshire. Equality, diversity and inclusion targets will be informed by performance against 22/23 targets.
- Work is underway to identify what barriers exist that prevent particular SMEs and communities seeking advice and support from the Combined Authority. Once any barriers are identified the scheme will target marketing and specific programmes to increase engagement.

Equality and Diversity implications

4.181 A key aim of the scheme is to reach a wider and more diverse SME audience through a clearer identify, messaging, communications, and a revised approach to events focusing more on disadvantaged areas and underrepresented groups.

4.182 An Equality and Diversity Impact Assessment (EQIA) Stage 2 has been submitted for the scheme.

4.183 An objective of the scheme is to increase the number of ethnic minority, disabled, and female led businesses utilising the service.

4.184 The scheme will introduce targets for to increase the number of ethnic minority, disabled, and female-led businesses using the scheme's services. Targets will be informed by delivery against equality, diversity and inclusion targets for 22/23.

Risks

4.185 The scheme's key risk is that demand exceeds the capacity of the service. Mitigated through options to expand the programme with additional funding options currently being explored.

Costs

4.186 The total scheme cost is £5,298,920.

4.187 The Combined Authority's contribution is £4,573,426 from the Gainshare fund Investment Priority 1 - Good Jobs and Resilient Businesses.

4.188 The remaining £725,494 is funded by West Yorkshire Local Authorities and will be used to fund Growth Manager posts.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
2,3 and 4 (business justification)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	21/10/2022
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	01/06/2026

Other Key Timescales

- April 2023 – Programme starts
- July - September 2024 – Mid-term evaluation
- January - March 2025 – Final evaluation
- 31 March 2026 – Programme closes

Assurance Tolerances

Assurance tolerances
Combined Authority costs remain within +10% of those outlined in this report. Delivery timescales remain within +3 months of those outlined in this report. The number of businesses supported remain within -10% of those outlined in this report.

Appraisal Summary

4.189 The Strategic Case is strong in terms of alignment with the Strategic Economic Framework priority 1 to boost productivity, the Mayoral Pledge to “support local businesses and be a champion for our regional economy” and will act as

a central component in delivering Investment Priority 1 of the West Yorkshire Investment Strategy around “Good Jobs and Resilient Businesses”.

- 4.190 The appraisal of the scheme against Critical Success Factors and the calculation of unit costs clearly demonstrates how the preferred option presents strong value for money.
- 4.191 The preferred option is an evolution of the existing Growth Service, including enhancements to reach more businesses, a wider audience, and to increase capacity to meet demand.
- 4.192 The existing Growth Service Team have experience in procuring the specialist support services and evaluation services that will be required for the scheme.
- 4.193 Gainshare funding is being requested to provide more continuity and certainty to SMEs at a time of unprecedented economic disruption. There remains the possibility of national Growth Hub funding for 2023/24 onwards from the Department for Business, Economy and Industrial Strategy (BEIS). However, as experienced in the significantly reduced allocation for 2022/23, this cannot be relied upon. If BEIS funding is forthcoming for 2023/24, an options appraisal will be provided to determine how best to utilise the BEIS funding.
- 4.194 The existing Growth Service Team will continue to deliver for the new programme, and strong governance is in place to support the ongoing delivery and reporting of the programme.

Recommendations

- 4.195 The Combined Authority approves that:
- (i) The Business West Yorkshire scheme proceeds through decision point 2 to 4 (Business Justification) and work commences on activity 5 (delivery).
 - (ii) Approval to the Combined Authority’s contribution of £4,573,426. The total scheme value is £5,298,920
 - (iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and where required, any change requests are delegated to the Business, Economy and Innovation Committee. This will be subject to the scheme remaining within the tolerances outlined in this report.

Project Title	Employment Support West Yorkshire
Stage	2 (scheme development)
Decision Point	2,3 and 4 (business justification)

Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12A, Local Government Act 1972, Part 1:		
Are there implications for equality and diversity?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

Background

- 4.196 The Employment Support West Yorkshire programme will provide support, advice and the opportunity to gain skills, to 7,700 people of all ages. The programme will help them access employment, move them closer to, or return to the labour market, and / or gain the skills needed to move towards work, or to progress within their current work.
- 4.197 The programme is being developed in partnership with the five West Yorkshire partner councils, with each council delivering a flexible and responsive service which meets local needs.
- 4.198 The support will be sourced locally and will offer a bespoke one to one service to individuals, based on their own circumstances, and will include where appropriate, referral to the Combined Authority's Adult Education Budget programmes, Skills Connect and Enterprise Programme. Examples of the support the programme will offer include:
- Digital skills training, including setting up an e-mail account and work-related digital skills including using word, excel, PowerPoint, skype and digital privacy awareness
 - Supporting participants to use modern job search techniques for example, using IT to search and apply for work, setting up a "find a job" account, completing online application forms and using social media to find work
 - Employability training including communication skills, self-presentation, time keeping, attitudes/behaviours at work, team building, working relationships, work related literacy and numeracy support
 - Careers information including information, advice and guidance activities (IAG) and self-employment advice

- Job, sector-specific and / or vocational training including nationally recognised qualifications that are in demand with local employers
- Job search support (linking to existing provision where appropriate)
- Effective interview techniques, including mock interviews and feedback
- Employer brokerage services relevant to participants' needs, including Green Skills Gateway where appropriate
- Access to basic skills and English for Speakers of Other Languages (ESOL) training
- In-work support and any additional or creative activities that help to achieve the aims of the project.
- Offering housing, childcare or other specialist advice, for example drugs and alcohol, or signposting to relevant organisations
- Budgeting and debt advice, better off calculations and support with applying for Universal Credit

4.199 The programme will also pilot new local activity to support young people to access skilled well paid green jobs. Each partner council is currently developing the green skills pilot element of the programme alongside, and to complement other activities being developed which will contribute to the Combined Authority's net zero carbon target.

4.200 Each individual participating in the pilot and / or overall programme will automatically have a digital assessment and any required support will be identified in their individual learning plan.

4.201 The programme closely aligns to multiple local and national priorities and policies including the Combined Authority's Employment and Skills Framework (part of the Strategic Economic Framework), the Adult Education Budget Strategy, West Yorkshire Investment Strategy (WYIS) and West Yorkshire Climate and Environment action plan (2030). The scheme also aligns to three Mayoral Pledges:

- Prioritise skills and training to ensure everyone has the skills they need to secure work
- Create 1,000 well paid, skilled, green jobs for young people
- Tackle the Climate Emergency and protect our environment

4.202 The programme secured decision point 1 (strategic assessment) approval from the Combined Authority's Strategic Assessment Prioritisation Group (SAP) in July 2022 and is now seeking approval for £12,000,000 from the gainshare allocation for Investment Priority 2 – Skills and Training. The total value of the programme is £12,023,833.

4.203 A summary of the scheme's business case is included in **Appendix 6**.

Tackling the Climate Emergency Implications

4.204 The programme will link closely with the Combined Authority's Skills Connect and Adult Education Budget (AEB) provision by referring individuals to relevant courses and supporting people to apply for jobs through the Green Jobs Gateway when it launches. The gateway, currently under development, is expected to be an entry portal for businesses to pledge and list green skill jobs that individuals can view and apply for. Individuals being supported by Employment West Yorkshire will be assisted in their applications for these posts, if needed.

Outputs and Benefits

4.205 The programme outputs and benefits include:

- 7,700 people receive employment and skills support by 2025
- A target of 80% of individuals by 2025 progressing into:
 - Work and/or
 - Gaining additional knowledge, reskilling, and upskilling and/or
 - Improving their labour market status for example, getting a pay rise, gaining more working hours, a promotion or securing a new role
- A target of 3,850 (50%) women to be supported through the programme by March 2025
- A target of 1,925 (25%) inactive individuals, which currently covers the broad group of anyone not currently employed or claiming benefits, to be supported through the programme by March 2025.
- A target of 1,694 (22%) ethnic minorities to be supported through the programme by March 2025
- A target of 1,771 (23%) individuals declaring disability or learning disabilities to be supported through the programme by March 2025
- A target of 3,080 (40%) of participants supported through the programme by March 2025, to be from the most deprived wards, according to the Index of Multiple Deprivation

Inclusive Growth Implications

4.206 The programme inclusive growth implications include:

- Supporting people from all backgrounds to access self-employment opportunities and explore opportunities for new business start-ups.
- Coordinate and provide access to training, work placements and job matching for unemployed with businesses, particularly SMEs.
- Removing barriers so learners can progress towards higher levels of learning.

- Increase participation from under-represented groups in the take up of careers education for people of all ages, backgrounds, and at different stages in their career.

Equality and Diversity Implications

4.207 An Equality Impact Assessment (EqIA) has been undertaken for the scheme and equality and diversity impacts taken account of as part of the development of the scheme and the business case development.

4.208 The scheme Equality and Diversity implications respond to the aspirations of the Employment and Skills Framework:

- The scheme aims to support people from all backgrounds to access self-employment opportunities and explore opportunities for new business start-ups
- Coordinate and provide access to training, work placements and job matching for unemployed with SMEs
- Remove barriers and ensure equality of access so that learners progress towards higher levels of learning.
- Increase participation from under-represented groups in the take up of careers educations for people of all ages, backgrounds, and career stage to support personal ambitions

Risks

4.209 The programme risks include:

- Due to the different employment and skills landscapes across West Yorkshire, performance in each partner council area may vary. This will be mitigated by working closely with local authority delivery partners, including regular reviews and monitoring, meaning that the flexible approach to the programme can be responsive to local need.
- Impact that any national policy or programmes introduced could have on or duplicate this provision which could impact on performance, particularly for any mandated provision. This will be mitigated by working closely with DWP Policy units.
- Branding of each partner council is not coordinated with the Combined Authority's branding, causing confusion to end users. This will be mitigated by partnership working between the Leeds City Region Enterprise Partnership (LEP), Combined Authority and partner councils. Partner councils will be required to include Mayoral branding in any materials produced from April 2023

Costs

4.210 The scheme costs are £12,023,833.

- The Combined Authority's contribution is £12,000,000 from the gainshare allocation for Investment Priority 2 - Skills and Training for People.

- The remaining £23,833 will be funded by Leeds City Council, as its operating costs are more than its gainshare allocation.
- Funding of £493,974 has been allocated to the Combined Authority for programme management costs including staffing resource, marketing and evaluation. The Combined Authority will also need to enter into funding agreements with each of the partner councils for expenditure up to the allocations show below:

Bradford Council	£3,233,194
Calderdale Council	£1,014,916
Kirklees Council	£2,371,940
Leeds City Council	£3,658,917
Wakefield Council	£1,227,059

- The scheme will be funded from the gainshare allocation for Investment Priority 2 - Skills and Training for People in year one. There is a possibility that year two could be funded by the UK Shared Prosperity Fund (UKSPF) pillar three - people and skills funding once it becomes available from April 2024 and government has approved the local investment plan, if so, a change request will be presented.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
2,3 and 4 (business justification)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	21/10/2022
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	30/04/2025

Other Key Timescales

- Start of Delivery – 01/04/2023
- Completion of Delivery – 31/03/2025
- Project evaluation – January – May 2025

Assurance Tolerances

Assurance tolerances
Combined Authority costs remain within +10% of those outlined in this report Delivery (DP5) timescales remain within 3 months of those outlined in this report.

Outputs remain within -10% of those outlined in this report

Appraisal Summary

- 4.211 The business justification case presents a clear strategic fit and closely aligns to existing policies and priorities including the Combined Authority's Employment and Skills Framework, partner council priorities, several of the Mayor's Pledges, Net Zero, inclusive growth and equality and diversity agenda.
- 4.212 Any procurement required by the programme will be carried out by the partner councils so will uphold robust public sector procurement procedures.
- 4.213 The programme is seeking approval for funding from the gainshare allocation for Investment Priority 2 as other funding is not viable or yet available, however, there is a plan to replace gainshare funding during programme delivery should other funding become available later.
- 4.214 The Combined Authority and partner councils have considerable experience of delivering employment and skills programmes and governance and monitoring arrangements are in place.

Recommendations

- 4.215 The Combined Authority approves that:
- (i) The Employment Support West Yorkshire scheme proceeds through decision point 2 to 4 (business justification) and work commences on activity 5 (Delivery).
 - (ii) Approval to the Combined Authority's contribution of £12,000,000. The total scheme value is £12,023,833.
 - (iii) The Combined Authority enters into a funding agreement with each of the five partner councils for expenditure up to the allocations outlined below:
 - Bradford Council £3,233,194
 - Calderdale Council £1,014,916
 - Kirklees Council £2,371,940
 - Leeds City Council £3,658,917
 - Wakefield Council £1,227,059
 - (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and where required, any change requests are delegated to the Employment and Skills Committee. This will be subject to the scheme remaining within the tolerances outlined in this report

Project Title	TCF Huddersfield Bus Station
Stage	2 (scheme development)
Decision Point	3 (outline business case)

Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12A, Local Government Act 1972, Part 1:		
Are there implications for equality and diversity?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

Background

- 4.216 This scheme will be funded through the Department for Transport's Transforming Cities Fund (TCF). As part of the Government's Industrial Strategy and the National Productivity Investment Fund, the TCF aims to drive up productivity through improved connections between urban centres and suburbs. To do this, the TCF provides a significant opportunity to invest in infrastructure to improve public and sustainable transport connectivity in some of England's largest cities. This scheme will be funded through Tranche 2 of the fund, which received Department for Transport's approval in March 2020.
- 4.217 Huddersfield is one of the busiest bus stations in West Yorkshire. It is one of the last stations to be modernised and will benefit from the lessons learned from the recently completed Leeds bus station project and Halifax project that is onsite including how to manage ongoing bus services with minimum disruption during the works.
- 4.218 This scheme will refurbish and modernise the bus station and construct a modern statement, transformational canopy entrance to expand the waiting area into a pleasant area of public realm and support solar panels. The canopy will also host a secure cycle hub encouraging sustainable travel and access to the bus network and the town centre. This preferred design option addresses the issues identified during consultation with bus station users and bus operators to ensure it will be inclusive, more spacious, and safer with easier way finding and signage. The design option is key to addressing the issues of anti-social behaviour that currently exist. These have been highlighted clearly via public consultation and the fear of crime has been identified as preventing more people using the bus station. The objectives of the scheme include increasing customer satisfaction with the facility, improving safety and perception of safety, to provide inclusive facilities for all and contribute to the climate emergency.

- 4.219 Huddersfield bus station currently has a strong retail offer with six outlets that maintain footfall within the bus station and add to natural surveillance. Investing in the bus station offers the potential to further expand this retail offer and ambience for passengers. Plans include the replacement of the shop fronts to uplift the retail space with the enhanced public realm.
- 4.220 The scheme was first developed as part of a vision to create a new gateway into Huddersfield. It complements investments underway at Huddersfield Railway Station, the George Hotel facing the railway station and works already delivered to improve the walking and cycling route connecting the railway and bus station.
- 4.221 The scheme has a strong fit with the SEF and SEP and Mayoral Pledges. It will boost economic confidence and investment from businesses in the town centre. The scheme provides an inclusive and accessible infrastructure asset that delivers levelling up for the less affluent in Huddersfield and Kirklees. It is these communities who rely on the bus to get to education, work and services. The scheme will though promote sustainable travel choices for all, contributing to the climate emergency and address Mayoral Pledges including increasing safety for women and girls.
- 4.222 The key features of an improved experience for bus station customers will include light inviting entrances without obstacles and steep slopes, a widened spacious concourse in neutral colours with full visibility of fellow passengers, the security office and shops and unobtrusive seating at regular intervals and clear signage to support movement through the bus station. There will also be readily accessible support when needed from the travel centre and staff, new changing places and contemplation room and newly improved disabled toilet and baby change. There will be the added convenience of 'all weather' undercover access to the taxi rank via the canopy for the first time.
- 4.223 The scheme's transformational design is at a level that will be needed to obtain planning permission in the context of a town centre conservation/heritage setting and in line with the Huddersfield Blueprint policy.
- 4.224 A summary of the scheme's business case and location map is included in **Appendix 7**.

Tackling the Climate Emergency Implications

- 4.225 A 10% reduction in the carbon emissions associated with the bus station using solar glazing / panels and an air source heat pump are planned.
- 4.226 Improved green space around the bus station and a green roof on the canopy to encourage biodiversity and pollinating insects will be provided by the scheme.

Outputs and Benefits

- 4.227 The scheme outputs and benefits include:
- A statement canopy entrance providing the choice of a sheltered outdoor space of 999m² to accommodate passengers at peak time

- A secure cycle hub with 60 covered cycle spaces and 6 for e-bikes.
- Solar PV roof panels and air source heat pump to reduce the operational carbon impact of the bus station
- A green 'living' canopy roof and landscaping to promote diversity
- Increase in customer satisfaction with the Huddersfield Bus Station experience with a 50% uplift in satisfaction survey responses to 'satisfied' or very satisfied within a year of opening, because of modern and pleasant refurbished environment.
- A 50% reduction in the number of customers who feel unsafe using the bus station in customer satisfaction surveys 5 years after opening because of enhanced security and surveillance measures.
- Increased use of bus with a 10% increase of bus patronage 5 years after opening relative to baseline established post pandemic.
- Increased cycling and reduced use of motorised transport with 50% use of cycle hub capacity 5 years after opening.
- Improved and safer operational environment with 10% reduction in unauthorised vehicle and pedestrian infringements 5 years after opening and a 10% reduction in recorded collisions.

Inclusive Growth implications

4.228 The scheme's inclusive growth implications include:

- The bus station project will offer customers an improved and inviting destination for bus journeys and arrivals for non-car owners, residents from less affluent areas, students, and those with disabilities. The bus station will level up customer experience and choice for those who are excluded from bus travel and the bus station by social or other factors e.g. women and girls who do not feel safe in the current facilities.
- The scheme supports the confidence of the business community and encourages private investment in Huddersfield town centre along with other public sector initiatives to improve and upgrade the railway station, active travel infrastructure, the cultural offer of the town and public realm. Investment will create more jobs and vibrancy in the town bringing further inclusive growth.

Equality and Diversity implications

4.229 An Equality Impact Assessment (EqIA) has been undertaken for the scheme and equality and diversity impacts taken account of as part of the development of the scheme and the business case development.

Risks

4.230 The scheme risks include:

- That there are more underground diversions than expected for electricity, gas, water and telecoms supply lines that run near the bus station. If

further diversions than expected are needed costs could increase and there might be delays or a change in design of the canopy. To mitigate this risk further detailed surveys will be undertaken during the next design stage.

- That the building work might be restricted by the railway tunnels. To mitigate this risk the plans and information on the tunnel locations has been given to the designers and an agreement is in place with Network Rail to set down how the construction project will communicate with and manage any impact on the railway tunnels safely.
- Costs rise through inflation, shortage of materials or the need to change the design to reduce the overall price of the scheme. To mitigate this risk the Combined Authority and Kirklees Council are jointly preparing the full business case and obtaining detailed estimates from a cost consultant and appointing a contractor early to advise on the scheme and costs. Cost will be closely monitored as the scheme develops and any adjustments made are planned to be completed before the work starts on site. A fixed price build contract is proposed to minimise change.

Costs

4.231 The scheme costs are:

- The current total forecast cost of the scheme is £19,995,380
- The overall Combined Authority contribution to the total scheme costs will be £18,995,380.
- Kirklees Council is contributing £1,000,000 to the project. The Combined Authority contribution comes from three sources: the Transforming Cities Fund providing the main source at £18,325,380; with £460,000 from the Carbon Mitigation Fund and £210,000 from the Transforming Travel Centres Fund.
- The Combined Authority previously approved an indicative cost of £42,000,000 on 17 November 2020 as part of the indicative approval at Strategic Outline Case for the Huddersfield Station Gateway Package. The Package included three individual schemes: the Railway Station, Major Walking and Cycling Routes and the Bus Station. The approval was not broken down between the three projects. The remaining projects included within the Huddersfield Gateway have been rescope over the last year and are currently being prepared as separate outline business cases to address walking and cycling access to the railway station in Huddersfield. The new scheme will be known as the Huddersfield Rail Station Connections project.
- For the bus station and canopy scheme a total of £9,000,000 was approved at the strategic outline case. The preferred scheme costs are now higher than approved at the previous stage because the allocation is not enough to deliver against the objectives that have been set for the scheme. A transformational scheme for Huddersfield that uplifts the town centre, fulfils customer expectations, addresses safety and security concerns and promotes sustainable travel choices is needed. The cost of the bus station transformation has risen to £12,547,061. The construction

of the canopy, cycle hub, solar installations and public realm makes up the remaining £7,448,318 of the current costs.

- The additional costs are due to the proposed scope increasing to include the external bus departure bays, inclusion of the transforming travel centre project to refurbish and reconfigure the travel centre, an extension to the main concourse, works to follow new inclusive mobility guidance, initial impacts of the Trans Pennine Rail Upgrade project and increased delivery periods, alongside, COVID, unprecedented increases in material costs, labour rates and initial surveys uncovering issues around below ground services and Network Rail tunnels beneath part of the site. In addition, forecast inflation rates have increased significantly since SOC stage and the quality of design and materials has also been increased in line with key stakeholder feedback for a transformational scheme.
- The bus station project remains affordable within the overall Transforming Cities Fund programme as part of the programme contingency budget has now been allocated to the scheme and therefore will not impact on other schemes.
- The Combined Authority has approved £898,630 of development costs to date and a further £2,178,470 is sought as part of this decision to bring the full development costs to the end of development and FBC approval to £3,077,100 which is 15% of the total scheme costs.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
3 (outline business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	21/10/2022
4 (full business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Managing Director	28/02/2024
Approval to Proceed	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	29/03/2024
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	31/10/2025

Other Key Timescales

4.232 Start on site date is 17 April 2024.

Assurance Tolerances

Assurance tolerances
Combined Authority costs remain within 5% of those outlined in this report
Delivery (DP5) timescales remain within 6 months of those outlined in this report.
Risk N/A.
Outputs remain within -10% of those outlined in this report.

Appraisal Summary

- 4.233 A strong strategic case is presented confirming a strong fit to local regional, and national policy. The project aims to contribute to regeneration of the town centre in Huddersfield to complement other transport and heritage based public sector investments. The improved facilities for all passengers and statement canopy entrance will boost confidence of the business community in Huddersfield town and encourage private sector and business investment.
- 4.234 The economic case is compelling and reflecting a cost to benefit ratio of 1.91:1 which indicates medium value for money.
- 4.235 The travelling public have been consulted and the project is delivering benefits to meet their needs including those with accessibility issues e.g., the reduction of steep entry points to the bus station and provision of seating at key points to assist those with mobility issues through the concourse. Provision for the safety of women and girls through modern CCTV and new and much improved lines of sight for the bus station staff from their office increases 'informal surveillance' to build confidence for all customers.
- 4.236 The total Combined Authority funding required is £18,995,380 making the Combined Authority the largest stakeholder in the project. The procurement for the project will be jointly undertaken by Kirklees Council and the Combined Authority. Separate delivery contracts are proposed but the with the same contractor. Joint management of the contractor by the delivery partners should minimise the risks of cost increase as far as is possible in the present uncertain inflationary environment.
- 4.237 The unknowns around the foundations of the bus station and what gas, electric and fibre infrastructure sits beneath the surface of the project site will be confirmed by detailed surveys before the full business case comes forward. Planning permission will also be confirmed, and the impact of these steps will be to substantially increase the cost certainty of the scheme.

Recommendations

- 4.238 The Combined Authority approves that:
- (i) The Huddersfield Bus Station proceeds through decision point 3 (outline business case) and work commences on activity 4 (full business case).

- (ii) An indicative approval to the Combined Authority's contribution of £18,995,380. The total scheme value is £19,995,380.
- (iii) Development Costs of £2,178,470 are approved in order progress the scheme to decision point 4 (full business case) taking the total scheme approval to £3,077,100.
- (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

Project Title	Brownfield Housing Fund Programme
Stage	3 (delivery and evaluation)
Decision Point	Change request (activity 5)

Is this a key decision?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for call-in by Scrutiny?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information or appendices?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12A, Local Government Act 1972, Part 1:		
Are there implications for equality and diversity?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

Background

4.239 In July 2020, the Combined Authority received a funding allocation letter from the Ministry of Housing, Communities and Local Government (as was) confirming an overall allocation of £66,778,719 from the Brownfield Housing Fund (BHF) to support the development of at least 4500-6000 new homes on brownfield sites in the region.

4.240 The high-level funding conditions for the Brownfield Housing Fund are:

- Projects must be Green Book compliant with a Benefit Cost Ratio floor of 1 and should seek the best possible Value for Money opportunities.
- Projects must have an evidenced market failure and demonstrate that they cannot proceed without public sector financial support.
- The Combined Authority should seek to prioritise projects with the highest level of additionality.
- Homes brought forward will start on site in this Parliament i.e. before 31 March 2025.
- Adequate progress against the spend profile and key delivery milestones must be demonstrated.

4.241 A Strategic Outline Case for the programme was approved by the Combined Authority in September 2020. Approval to spend being granted once individual schemes progressed through the assurance process, along with an overall development budget for the programme of £5,000,000 (for but not limited to staffing, legal, technical advice, development of the programme, etc).

4.242 Following the Levelling Up White Paper announcements in February 2022, the Combined Authority was notified that it will receive an additional £22,280.000

of BHF grant to add to the existing programme with the same funding criteria, including the same programme end date of March 2025.

4.243 A Memorandum of Understanding (MoU) was received on 28 July 2022 confirming the spend profile and outputs required as a result of the additional funding. This report is seeking approval to increase the total programme costs by £22,259,573 leading to a total cost of £89,038,292 and an increase in outputs from a minimum of 4500 homes unlocked to a minimum of 5400 homes unlocked.

4.244 The Combined Authority is responsible for ensuring that it meets the terms of the funding set by the Department of Levelling Up, Housing and Communities (DLUHC) including meeting the ambitious annual spend targets outlined in Table 1 below. Table 2 shows the spend profile for the additional £22,259,573.

Table 1

	The original £66,778,719 (4,500-6,000 new homes)					
	Year One 2020/21	Year Two 2021/22	Year Three 2022/23	Year Four 2023/24	Year Five 2024/25	Total Allocation
<i>Original Profile from Government (Sept 20)</i>	£600,000	£20,000,000	£29,178,719	£15,000,000	£3,000,000	£66,778,719
Revised Profile (July 2022)	£600,000	£20,000,000	£15,178,719	£16,000,000	£15,000,000	£66,778,719

Table 2

	Additional Allocation of £22,259,573 (900–1,855 new homes)					
	Year One 2020/21	Year Two 2021/22	Year Three 2022/23	Year Four 2023/24	Year Five 2024/25	Total Allocation
Profile from DLUHC (July 22)	n/a	n/a	£3,000,000	£9,000,000	£10,259,573	22,259,573

Changes to Projects

4.245 BHF Burmantofts: Following outline business case approval at Place, Regeneration and Housing Committee in March 2022, the scheme has experienced a delay to the submission of planning permission leading to a

delay for starting on site. This scheme is now expected to commence construction in July 2023 with homes completed in August 2025.

4.246 BHF Leeds Central: Following full business case approval at Place, Regeneration and Housing Committee in November 2021, the scheme has experienced delays due to planning amendments. This scheme is now expected to start construction in January 2023 with homes completed in January 2025.

4.247 BHF Hebden Bridge: Following outline business case approval at Place, Regeneration and Housing Committee in November 2022, further flood modelling work has been identified as part of obtaining planning permission. This scheme is now expected to start construction in May 2023 with homes completed in February 2025.

Tackling the Climate Emergency Implications

4.248 Tackling the Climate Emergency implications are reviewed on all projects under this programme as part of their business case development. Several proposed projects will include the remediation of contaminated land, as well as the potential for new sustainable housing, green space, and infrastructure designs

Outputs and Benefits

4.249 The scheme outputs and benefits include:

- To spend the £89,038,292 allocation to support the development of at least 5400 new homes on Brownfield sites in West Yorkshire.
- To ensure that homes supported by the Brownfield Housing Fund will start on site by 31 March 2025.

Inclusive Growth implications

4.250 The inclusive growth implications will be outlined on all projects under this programme as part of their business case development.

4.251 Due to the emphasis on Clean and Inclusive Growth criteria in the project selection process, the proposed Brownfield Housing Fund pipeline has the potential to positively contribute to the Mayor's ambitions for West Yorkshire and the Pledge to build 5,000 sustainable homes including council houses and affordable homes. Many projects in the pipeline offer potential for affordable housing in deprived communities across the region, as well as bringing back underutilised and derelict land and property into productive use.

Equality and Diversity implications

4.252 Equality Impact Assessments are undertaken on all projects under this programme as part of their business case development.

Risks

4.253 The scheme risks include:

- Insufficient viable schemes being ready to deliver in required timescales. This is being mitigated by the BHF Team working with partner councils and the private sector to identify suitable sites across the region.
- Allocated programme budget not being sufficient to deliver the required 5400 homes. This is being mitigated by working closely with Government in relation to the funding agreement together with transparent assessment of each individual business case as they come through the assurance process.

Costs

4.254 The scheme costs have increased from £66,778,719 to £89,038,292 as a result of additional funds received.

4.255 This report is requesting additional development costs of £5,000,000 are approved to assist in activities such as business case development, consultancy support, legal, and acquisitions.

Assurance Pathway and Approval Route

Assurance pathway	Approval route	Forecast approval date
Change request (activity 5)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority	21/10/2022
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	31/03/2025
6 (financial closure)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	31/03/2026

4.256 Each individual scheme has either or will come through the assurance process at either outline business case (decision point 3) or full business case (decision point 4). Delegated authority is already in place from the Combined Authority to Place, Regeneration and Housing Committee to approve individual schemes at their next decision point.

BHF Burmantofts

Assurance pathway	Approval route	Forecast approval date
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3 (outline business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Place, Regeneration and Housing Committee	16/03/2022
4 (full business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Executive	31/05/2023
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	31/10/2025

BHF Leeds Central

Assurance pathway	Approval route	Forecast approval date
4 (full business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Place, Regeneration and Housing Committee	25/11/2021
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	28/03/2025

BHF Hebden Bridge

Assurance pathway	Approval route	Forecast approval date
3 (outline business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Place, Regeneration and Housing Committee	25/11/2021
4 (full business case)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Chief Executive	31/03/2023
5 (delivery)	Recommendation: Combined Authority's Programme Appraisal Team Decision: Combined Authority's Director of Delivery	28/03/2025

Other Key Timescales

4.257 The programme is forecast to complete by March 2025. Each scheme will need to have secured full business case with finalised costs (decision point 5) in time for this end date for housing to start on site by March 2025.

Assurance Tolerances

Assurance tolerances
That Combined Authority funding remains within the costs set out in this report.
The delivery timeframes remain within those set out in this report.
That the housing outputs do not decrease below the minimum required target (5400).

Appraisal Summary

4.258 This programme is a good strategic fit with the aims of the Combined Authority and Leeds City Region and local priorities and policies.

4.259 The programme is progressing with numerous projects currently delivering to meet housing targets, and further work is ongoing to bring viable schemes through for approval. The Combined Authority's delivery team is working closely with partner councils and the private sector to bring schemes forward.

Recommendations

4.260 The Combined Authority approves:

- (i) The change request to the Brownfield Housing Programme to increase the total programme cost from £66,778,719 to £89,038,292 and increase the programme output targets from 4500-6000 homes unlocked to 5,400-7,855 homes unlocked by March 2025.
- (ii) Development costs of up to £5,000,000 from the Brownfield Housing Fund are approved in order to develop and manage the programme, including acquisitions, and design and develop individual schemes to the next decision point, taking the development funding approved to date to £10,000,000.
- (iii) The change to the BHF Burmantofts project to increase the delivery timeframe from June 2025 to October 2025.
- (iv) The change to the BHF Leeds Central project to increase the delivery timeframe from July 2024 to January 2025.
- (v) The change to the BHF Hebden Bridge project to increase the delivery timeframe from January 2024 to February 2025.
- (vi) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

5. Tackling the Climate Emergency implications

5.1 The Climate Emergency implications have been considered on all projects included in this report as part of their business case development.

6. Inclusive Growth implications

6.1 The inclusive growth implications have been considered on all projects included in this report as part of their business case development.

7. Equality and Diversity implications

7.1 Equality Impact Assessments (EQIA) have been undertaken on all projects included in this report as part of their business case development.

8. Financial implications

8.1 The report seeks endorsement to expenditure from the available Combined Authority funding as set out in this report.

9. Legal implications

9.1 The payment of funding to any recipient will be subject to a funding agreement being in place between the Combined Authority and the organisation in question.

10. Staffing implications

10.1 A combination of Combined Authority and local partner council project, programme and portfolio management resources are or are in the process of being identified and costed for within the schemes in this report.

11. External consultees

11.1 Where applicable scheme promoters have been consulted on the content of this report.

12. Recommendations (Summary)

The West Yorkshire Mayor's Cost of Living Emergency Fund

12.1 The Combined Authority approves that, subject to the conditions set by PAT and set out in the decision point certificate:

- (i) The Mayor's Cost of Living Emergency Fund scheme proceeds through decision point 2 to 4 (business justification) and work commences on activity 5 (Delivery).
- (ii) Approval to the Combined Authority's contribution of £3,000,000 is given. The total scheme value is £3,000,000.
- (iii) The Combined Authority enters into funding agreements with the five West Yorkshire Local Authorities. The amount of funding allocated to

each Local Authority is delegated to the Combined Authority's Chief Executive.

- (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and where required, any change requests are delegated to the Finance, Resources and Corporate Committee. This will be subject to the scheme remaining within the tolerances outlined in this report.

Social Housing Decarbonisation Booster

12.2 The Combined Authority approves that:

- (i) The change request for the Social Housing Decarbonisation Booster scheme to increase the Combined Authority's contribution funding from £5,062,000 to £10,257,949, to extend the programme and to increase the outputs as detailed in this report is approved. The total scheme value will increase from £10,381,000 to £17,633,367
- (ii) The Combined Authority enters into an addendum to the existing Funding Agreements with the following Social Housing Provider providers for expenditure of up to:
 - Accent £186,535
 - Chartford £154,000
 - Connect £308,000
 - Incommunities £1,084,230
 - Kirklees £280,000
 - Together £1,700,545
 - WDH £847,000
 - Yorkshire Housing £238,000
- (iii) That delegated authority be granted:
 - To the Head of Economic Implementation to reallocate funding and / or outputs in consultation with PAT but without the need to submit a formal Change Request to PAT if one or more Housing Association is unable to use their funding allocation, but another is.
 - To the Head of Economic Implementation and the Head of Legal and Governance Services in consultation to finalise the Funding Agreement Addendums between the Combined Authority and the Housing Associations (WDH, Connect Housing, Incommunities, Together Housing, Accent Housing, Yorkshire Housing, Kirklees Council, Chartford) and all other related legal documents that may be required.
- (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and any change requests are delegated to the Climate, Energy and Environment Committee, which will

be subject to the scheme remaining within the tolerances outlined in this report.

Climate Environment Plan Wave 1

12.3 The Combined Authority approves:

- (i) The change request to the CEP Wave 1 Portfolio to:
 - d) Further development costs of £1,507,893 to continue to develop individual programme business cases plus the UK Shared Prosperity Fund's (UK SPF) contribution to the Flood Innovation Programme (FLIP) (£310,000), taking the total portfolio development costs approval to £2,654,133. Note: the release of the £310,000 is subject to final approval of the UKSPF Local Investment Plan by Government.
 - e) Approval of £1,100,000 for the Energy Price Crisis Emergency Business Grants Programme, part of the CEP's Business Sustainability Package to provide immediate support businesses with the cost-of-living crisis
 - f) Taking the total portfolio approval to £2,917,893.
- (ii) The Combined Authority enters into a Funding Agreement with Leeds City Council for expenditure of up to £310,000.
- (iii) Delegation to the Climate, Energy and Environment Committee is requested for approval of any change requests to FLIP or the Energy Price Crisis Emergency Business Grants Programme and approval of the business cases for the other projects in the CEP Wave 1 portfolio.
- (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and any change requests are delegated to the Climate, Energy and Environment Committee, which will be subject to the scheme remaining within the tolerances outlined in this report.

UKSPF Local Authority Hyper Local Programme

12.4 The Combined Authority approves that, subject to the conditions set by PAT and set out in the decision point certificate and subject to final approval of the UKSPF West Yorkshire Local Investment Plan by Government:

- (i) The UKSPF - Local Authority Hyper Local Programme scheme proceeds through decision point 2 to 4 (business justification) and work commences on activity 5 (Delivery).
- (ii) Approval to the Combined Authority's contribution of £31,227,000 UKSPF is given. The total scheme value is £35,037,000.
- (iii) The Combined Authority enters into funding agreements with the five West Yorkshire Local Authorities for the following amounts:
 - Bradford £7,578,145 + £303,126 management fee.

- Calderdale £2,764,079 + £137,563 management fee
 - Kirklees £5,824,858 + £232,994 management fee
 - Leeds £9,393,538 + £375,742 management fee
 - Wakefield £4,439,380 + £177,575 management fee
- (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and where required, any change requests are delegated to the Finance, Resources and Corporate Committee, following advice by the UKSPF LPG. This will be subject to the scheme remaining within the tolerances outlined in this report.

West Yorkshire Innovation Programme

12.5 The Combined Authority approves that:

- (i) The West Yorkshire Innovation Support Programme proceeds through decision point 2 to 4 (business justification) and work commences on activity 5 (delivery).
- (ii) Approval is given to Combined Authority's contribution of £5,550,376. The total scheme value is £6,934,126.
- (iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and where required, any change requests are delegated to the Business, Economy and Innovation Committee. This will be subject to the scheme remaining within the tolerances outlined in this report.

Business West Yorkshire

12.6 The Combined Authority approves that:

- (i) The Business West Yorkshire scheme proceeds through decision point 2 to 4 (Business Justification) and work commences on activity 5 (delivery).
- (ii) Approval to the Combined Authority's contribution of £4,573,426. The total scheme value is £5,298,920
- (iii) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and where required, any change requests are delegated to the Business, Economy and Innovation Committee. This will be subject to the scheme remaining within the tolerances outlined in this report.

Employment Support West Yorkshire

12.7 The Combined Authority approves that:

- (i) The Employment Support West Yorkshire scheme proceeds through decision point 2 to 4 (business justification) and work commences on activity 5 (Delivery).

- (ii) Approval to the Combined Authority's contribution of £12,000,000. The total scheme value is £12,023,833.
- (iii) The Combined Authority enters into a funding agreement with each of the five partner councils for expenditure up to the allocations outlined below:
 - Bradford Council £3,233,194
 - Calderdale Council £1,014,916
 - Kirklees Council £2,371,940
 - Leeds City Council £3,658,917
 - Wakefield Council £1,227,059
- (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report and where required, any change requests are delegated to the Employment and Skills Committee. This will be subject to the scheme remaining within the tolerances outlined in this report

TCF Huddersfield Bus Station

12.8 The Combined Authority approves that:

- (i) The Huddersfield Bus Station scheme proceeds through decision point 3 (outline business case) and work commences on activity 4 (full business case).
- (ii) An indicative approval to the Combined Authority's contribution of £18,995,380. The total scheme value is £19,995,380.
- (iii) Development Costs of £2,178,470 are approved in order progress the scheme to decision point 4 (full business case) taking the total scheme approval to £3,077,100.
- (iv) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

Brownfield Housing Fund Programme

12.9 The Combined Authority approves:

- (i) The change request to the Brownfield Housing Programme to increase the total programme cost from £66,778,719 to £89,038,292 and increase the programme output targets from 4500-6000 homes unlocked to 5,400-7,855 homes unlocked by March 2025.
- (ii) Development costs of up to £5,000,000 from the Brownfield Housing Fund are approved in order to develop and manage the programme, including acquisitions, and design and develop individual schemes to the

next decision point, taking the development funding approved to date to £10,000,000.

- (iii) The change to the BHF Burmantofts project to increase the delivery timeframe from June 2025 to October 2025.
- (iv) The change to the BHF Leeds Central project to increase the delivery timeframe from July 2024 to January 2025.
- (v) The change to the BHF Hebden Bridge project to increase the delivery timeframe from January 2024 to February 2025.
- (vi) Future approvals are made in accordance with the assurance pathway and approval route outlined in this report. This will be subject to the scheme remaining within the tolerances outlined in this report.

13. Background Documents

13.1 None as part of this report.

14. Appendices

Appendix 1 - Background to the Combined Authority's Assurance Framework

Appendix 2 - West Yorkshire Mayor's Cost of Living Emergency Fund Business Case Summary

Appendix 3 - UKSPF - Local Authority Hyper Local Programme Business Case Summary

Appendix 4 - West Yorkshire Innovation Programme Business Case Summary

Appendix 5 - Business West Yorkshire Business Case Summary

Appendix 6 - Employment Support West Yorkshire Business Case Summary

Appendix 7 - TCF Huddersfield Bus Station Business Case Summary