

EMPOWERING OUR COMMUNITIES, TOWNS AND CITIES TO THRIVE

	BUSINESS PLAN OBJECTIVE	2022/23 TARGET	OWNER	EQUALITY, DIVERSITY AND INCLUSION MEASURE	RAG RATING	2022/23 TARGET PROGRESS	EQUALITY, DIVERSITY AND INCLUSION PROGRESS
E1	Continue to ensure the bus network is inclusive with good connectivity for all of our communities	% of areas of high Indices of Multiple Deprivation with access to a 30 minute or more frequent bus service	Head of Mobility Services	Assess demographics of each area of multiple deprivation.		<ul style="list-style-type: none"> Bus patronage has recovered to 80% of pre pandemic however bus operating costs have increased with inflation. As a result, 11% of the bus network is currently not commercially viable with the risk of bus service cuts. Whilst this has been partly mitigated by Government extending funding until 2023, the CA is under pressure to fund services threatened by withdrawal. Action has been taken in 22/23 to maintain connectivity for communities where commercial bus cuts impacted on communities with no alternative bus service. A comprehensive review of the bus network is in progress to set out clearer accessibility targets for the future. 	<ul style="list-style-type: none"> Key pressure is on retention of existing bus network with constrained funding budget. If the service cuts are implemented by bus companies, areas of the community will be left unserved by bus services. <p>August Update</p> <ul style="list-style-type: none"> On 18 August Department for Transport announced additional funding for six months. The new funding will help to stabilise the bus network, but this will be subject to negotiation with bus operators.
E2	Delivery of Brownfield Housing Fund (BHF) Programme (year 3 of 5) – BHF aims to deliver a start on site for 4500+ new homes on brownfield land which can demonstrate a market failure, and a Benefit Cost Ratio of 1.	Progression of 10 Business cases through Assurance Framework to enable 1200 new homes on brownfield land by 31st March 2023	Head of Economic Implementation	<ul style="list-style-type: none"> Projects undertake Equality Impact Assessment's Identify developments that contribute in areas of Indices of Multiple Deprivation. 		<ul style="list-style-type: none"> Q2 – No outline business cases (OBC). 890 homes progressed through Committee approval. No outline business case recommended at Programme Appraisal Team (PAT) to go to Place Committee in November for approval (618 homes). These projects will be subject to full business case approval & therefore the rating is considered amber at this time. Cost inflation risk is causing some project sponsors to pause and consider next steps. The programme has secured an additional £22m Government funding, therefore the output target has increased over the lifetime of the programme to unlock a further 900 – 1,855 new homes by March 2025. 	<ul style="list-style-type: none"> Each project has completed an Equality Impact Assessment (EqIA), which will be updated as it progresses through the Assurance Framework. Of the 890 homes achieving approval in Q2, approx. 200 are anticipated to be affordable across a range of tenures.
E3	Prepare new policy and maintain existing policies as part of the Strategic Economic Framework	<ul style="list-style-type: none"> West Yorkshire Housing Strategy to be approved (Quarter 4). West Yorkshire Nature Recovery 	Head of Place and Environment Policy	<ul style="list-style-type: none"> New policies / plans include how to improve the quality of place for people in disadvantaged communities and from diverse backgrounds. Where consultation is to be 	Increased from Amber	<ul style="list-style-type: none"> West Yorkshire Housing Strategy – consultant appointed for phase 1 (evidence). Scope of strategy under review. Strategy will not be delivered this financial year to unforeseen in-year pressures / opportunities (Strategic 	<ul style="list-style-type: none"> The Dementia-ready Housing Task Force is focussing on issues for people from BAME backgrounds and those from all LGBTQIA+ groups as one of its' themes.

	including consultation where relevant (ensuring good reach and consideration of EDI).	<p>Strategy to commence (Summer 2022)</p> <ul style="list-style-type: none"> West Yorkshire Low Emissions Strategy updated (Quarter 4). Flood Review (refresh complete - Quarter 4). 		<p>undertaken, focus on engaging with people from diverse groups.</p> <ul style="list-style-type: none"> The policies will contribute to the investment priority outcomes and will be reported through the state of the region report for example access to green space from disadvantaged communities (just over a fifth of West Yorkshire's population have easy access to local natural greenspace), and properties at risk of flooding (around 4% of residential properties in West Yorkshire fall within a flood zone). 		<p>Place Partnership with Homes England and Investment Zones).</p> <ul style="list-style-type: none"> Guidance still awaited from government on Local Nature Recovery Strategy (LNRS). Strategy to be rolled forward to next financial year. Flood Review refresh – commencement delayed due to a lack of resource (diverted onto Climate and Environment Plan Wave 1 project development). Also, a need to delay start to allow for consideration of the flooding work in the wider climate resilience landscape. Dementia-ready Housing Task Force is set up and is to commission a West Yorkshire dementia strategy as part of the Housing Strategy. 	<ul style="list-style-type: none"> The refresh of the Flood Review/ integration within a wider Climate Resilience Strategy, the Housing Strategy and WY LNRS will include an Equality Impact Assessment and consideration of EDI Issues. Inception meeting held on West Yorkshire Low Emissions Strategy an EQIA will be drafted, and details can be reported next quarter.
E4	Build integrated place-based pipelines and secure funding that further our inclusivity and levelling up ambitions (aligned to capital and revenue funding opportunities).	<ul style="list-style-type: none"> Spatial Priority Areas - further definition and enabling, inc. strategic partnership with Homes England by Quarter 2, Secure 120million flood risk management funding (Government and other partners, Quarter 1) Design quality (review completed of 60% TCF schemes by Q4, SPA sites identified for design support Q3, Safer parks design guidance completed Quarter 3. Digital Infrastructure (Gigabit-capable 	Head of Place and Environment Policy	<ul style="list-style-type: none"> New interventions to support people in disadvantaged communities and from diverse backgrounds. The interventions will contribute to the investment priority outcomes and will be reported through the state of the region report, for example access to green space from disadvantaged communities (just over a fifth of West Yorkshire's population have easy access to local natural greenspace), properties at risk of flooding (around 4% of residential properties in West Yorkshire fall within a flood zone) and internet and mobile coverage. 		<ul style="list-style-type: none"> Safer Parks (for women and girls) research project fieldwork is complete. Analysis is ongoing and proposal for a pilot scheme in West Yorkshire being developed. Spatial Priority Areas (SPA) engagement with local authorities on priorities for support to advance delivery of SPAs is complete, evidence will feed place and infrastructure. Transforming Cities Fund (TCF) schemes – about 40% schemes reviewed to date. Digital Infrastructure – Approval granted for the use of Broadband Gainshare to recruit a new Programme Development Lead (recruitment live). Approval granted to start project development work on the Gigabit Infrastructure Fund. Digital Opportunity Mapping progressing (without the mobile coverage element due to barriers). 	<ul style="list-style-type: none"> Safer Parks (for women and girls) findings have identified issues which will be used to influence policy and practice including design guidance. These will also impact positively on other more vulnerable groups. Transforming Cities Fund schemes reviewed have included changes such as incorporating ramps for those with disabilities or with children, a fairer gender mix of WCs and including water points in bus stations. Completion of the Digital Opportunity Mapping will allow Research & Innovation team to undertake detailed spatial mapping of the potential opportunity areas and any EDI implications (not complete yet).

		broadband) pipeline developed, and funding secured (derived from Digital Infrastructure Opportunity Mapping) Quarter 4.				
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BUILDING A SUSTAINABLE, NATURE RICH & CARBON NEUTRAL REGION							
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B1	Incorporate carbon impact assessment into the assurance process, provide support to promoters to facilitate this and publish the results of the carbon impact assessments of existing schemes.	<ul style="list-style-type: none"> Incorporate carbon impact assessment into the assurance process Provide support and guidance to scheme promoters to help them carry out carbon impact assessments Publish the results of the carbon impact assessments of existing schemes. 	Head of Research and Intelligence	Determined by delivery of improvement through capital schemes.		<ul style="list-style-type: none"> The training support for carbon impact assessment has all been delivered through a combination of internal and external training sessions developed for the stage 1 and stage 2 changes being introduced into the Assurance Framework - these were supported by dedicated training material. A separate briefing and training session for members of Climate Energy and Environment Committee and Transport Committees was held June. In addition to this dedicated 1 to 1 training and briefing sessions with held with local authority portfolio leads – such as Leeds. Activity into Q3 is now transitioning into business as usual as the Carbon Impact Assessment (CIA) has now formally adopted the CIA from Outline Business Case appraisal through to Full Business Case. Further work is now underway to review the resources required to support carbon appraisal through incremental Organisational Development work with a joint Request for Decision being developed by the Research and Intelligence and Portfolio Management Appraisal teams – this Request for Decision will be considered by ILB in Q3 as well. 	<ul style="list-style-type: none"> Incorporation of new carbon guidance and toolkit into Assurance Framework appraisal and business development will allow for much earlier alignment of projects to Climate Plan and actively shape the options developed by sponsors – the new stage 1 Strategic Outline Business Case (SOBC) assessment will also allow for wider environmental and inclusion considerations to be assessed as well using a doughnut economics analysis approach as well.
B2	Reduce carbon generation in Combined Authority	<ul style="list-style-type: none"> 10% reduction in energy use 	Head of Assets	Improve air quality in West Yorkshire by reducing carbon dioxide and methane emissions		<ul style="list-style-type: none"> Wellington House, Leeds and Bradford Solar Photovoltaic (PV) arrays now online and delivering improved savings. 	<ul style="list-style-type: none"> Increase in delivery of renewable energy contributes to regional improvements in environment (air

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facilities and buildings through lower energy use and increasing the proportion of waste recycled.	<ul style="list-style-type: none"> At least 30% of waste is recycled Contribute to savings against corporate carbon emissions (2019/20) baseline of 1072 tonnes. 		from waste disposal by reducing amounts burnt or sent to landfill · Reducing carbon dioxide and nitrous oxide emissions from waste and energy production will contribute to better air quality in areas of deprivation, which typically have higher levels of these gases.		<ul style="list-style-type: none"> For example, July -Sept 2022 comparison with same period 2019 Leeds Bus Station: 41% reduction, Bradford Interchange: 36% reduction, Wellington House: 31% reduction. Waste management continues to deliver waste reductions. Recycling rates steady at c. 40% With regard to recycling in Bus Stations, in September our figure rose to 38.2% Funding has been allocated to the Climate and Environment Plan. A programme of works to increase Solar PV on Combined Authority property is being prepared for the Assurance Process. 	quality) which is generally worse in areas of deprivation.
B3 Complete delivery of Social Housing Decarbonisation Fund Wave 1 programme – modifications to existing social housing to improve energy efficiency; a consortium programme of 9 local housing associations, coordinated by the Combined Authority	Facilitate the delivery of retrofit improvements for up to 1316 homes through partnership working with 9 registered providers by 31st March 2023	Head of Economic Implementation	Reduction in fuel poverty for up to 1316 households in social housing provision	Increased from Amber	<ul style="list-style-type: none"> Completed installations are now tracking at 470 properties ahead of the forecast of 418, of which 188 have received EPC C certification which is required to receive the grant. Despite good progress there is the potential for 400-500 properties to be at risk of not completing or achieving the EPC C rating by March 2023. Mitigation options have been discussed with the Department of Business, Energy and Industrial Strategy (BEIS) and a recovery plan is being developed for potential implementation Winter 2022. 	<ul style="list-style-type: none"> A specific EDI measure to be agreed with the consortium. It is anticipated that of the 1000 rental properties that will receive cavity wall insulation, this has the potential to save each property per annum £235 in energy bills (at Nov 2021 prices). Social housing tends to have a higher proportion of: <ul style="list-style-type: none"> -lower income population -the BAME community -Ferisk of not male occupants -Older occupants Measures therefore, to increase energy efficiency and reduce cost has the potential to benefit these groups more.

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B4 Complete delivery of Retrofit Hub pilot (Community Renewal Fund) – feasibility work to design energy efficiency measures for housing stock which is difficult to retrofit.	Facilitate the creation of 100 whole house plans and a toolkit of retrofit designs for hard to treat pre-1919 stone terrace properties in Manningham by 30th June 2022	Head of Economic Implementation	Provision of energy efficiency advice for up to 100 households in one of the most deprived wards of Bradford to assist in reduction in fuel poverty. Linkage to skills advice for green jobs training as part of same project (led by Economic Services).		<ul style="list-style-type: none"> As of 13.10.22 150 whole house surveys have been completed. Of these surveys, 114 whole house plans have been created to date and posted to the residents. The project has supported 5 adult learners, who have completed the retrofit module and provided positive feedback. This is the total number of learners for the project out of 40 targeted - hence amber rating. Stakeholder engagement has started with Historic England. The Evaluation Report will detail the total costs for retrofit instalments and the expected CO2 savings that can arise from 150 homes surveyed 	<ul style="list-style-type: none"> Translation support is in place for residents who do not speak English as a first language through the utilisation of Manningham Housing Association (MHA) volunteers and translated materials 150 residents/homeowners (mostly from low income, BAME communities) have been given free energy efficiency advice during the completion of the surveys, to help improve the thermal performance of their homes. The provision of free skills training was widened to allow adult learners across West Yorkshire to register and complete the free Retrofit Module
B5	<ul style="list-style-type: none"> PLEASE NOTE - This KPI has been merged with B2 to strengthen B2 and reduce duplication of information. B5 KPI - Reduce energy use by 10% and increase recycling to at least 30% across the CA facilities and buildings. 					
B6 Ensure all fossil fuel usage continues to be purchased from renewable sources.	Gas and electricity supply contracts are from renewable sources	Head of Assets	Improve air quality in West Yorkshire by buying energy from sustainable sources		<ul style="list-style-type: none"> Gas and Electricity contracts provide for 100% renewable energy Negotiations for the renewal of energy supply contracts from 23/24 are under way. This will maintain the principle of 100% renewable source suppliers. 	<ul style="list-style-type: none"> This is a qualitative rather than quantitative assessment as it is difficult to assess the regional and local air quality improvements from national. Typically renewable energy is described as that received from such industries as solar, wind, hydro, geothermal and biomass but may also include some carbon offsetting from industries and activities such as forestry management (tree planting etc).
B7 Replace the CA's existing diesel vehicles with electric vehicles in 2022/23	Replace 6 vehicles	Head of Assets	Contribute to improved air quality in West Yorkshire by reducing carbon monoxide and nitrous oxide from vehicle emissions	Increased from Green	<ul style="list-style-type: none"> Procurement of electric vehicles delayed by global chip shortage. Order placed for electric vehicles with current delivery date scheduled for October 2022. Unfortunately we have had limited response to our order from the supplier (Renault). Discussions with procurement are taking place to find a way forward, or an alternative option, unfortunately the global shortage of electric commercial vehicles is still an issue. 	<ul style="list-style-type: none"> No reduction in emissions gases can be achieved until the new electric vehicles are in use. Once received the electric vehicles will save the annual emissions of the current diesel fleet.

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B8 Implement the actions from the Carbon and Environment Action Plan.	<ul style="list-style-type: none"> Climate and environment plan prioritisation (Quarter 1) Launch Energy Accelerator targeting private sector investment (Quarter 1), Launch Better Homes Hub targeting public/private sector investment (Quarter 3) 	Head of Place and Environment Policy	<ul style="list-style-type: none"> The plan focusses on a just transition to net zero and so priority will be given to interventions that support our deprived communities. The delivery of the plan and the interventions will focus on the investment priority outcomes and will be reported through the state of the region report e.g. - rates of fuel poverty, residents and businesses at risk of flooding and access to green spaces. 		<ul style="list-style-type: none"> 15 of the high-level actions from the Climate and Environment Plan have been prioritised for Gainshare funding via Carbon Energy and Environment Committee (CEEC) and LAs. Strategic Assessment covering seven of the high-level actions approved 16 June 2022, includes Better Homes Hub. Development funding of £836k approved by Combined Authority on 22 July 2022 to allow development activity to continue at pace and resource for delivery to be secured. This funding is almost all committed, and delivery / programme development posts filled. Strategic Outline Case (SOC) for the seven high-level actions considered at 28 September 2022 Programme Appraisal Team (PAT) and further development funding being sought from 21st October Combined Authority as a change request. Net Zero Region Accelerator progress on pipeline development and prospectus is delayed due to resources being aligned to Wave 1 assurance activity. 	<ul style="list-style-type: none"> EDI measures being integrated into the design of all programmes being brought forward from the Climate and Environment Plan. Equality Impact Assessment (EqIA) produced for the Strategic Outline Case.
B9 To encourage and incentivise the CA's supply chain to minimise their carbon impact.	Carbon impact considerations to form part of all procurement strategies over £60k	Head of Commercial	Procurement strategies are required to include their EDI implications		<ul style="list-style-type: none"> 48% of procurements completed during Q1 and Q2 have included Carbon impact considerations. Prior to the KPI being developed, this was not a requirement and the majority of procurements concluded in Q1 were initiated prior to this. Going forward carbon impact considerations will form part of all procurement strategies over £60k. 	Equality Impact Assessment (EqIA) screening templates are completed for all procurement exercises.

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T1	Meet the Transforming Cities Fund Annual Expenditure target.	£129.5M expenditure.	Head of Service – Transforming Cities Fund	<ul style="list-style-type: none"> Projects undertake Equality Impact Assessments Projects develop inclusive stakeholder plans that include a variety of accessibility groups, community groups, user groups, etc Users are engaged throughout design and delivery stages, and into operation of new facilities where required Schemes are designed to best practice and design standard. 		<ul style="list-style-type: none"> Q2 outturn was £6.99m against a forecast of £33.8m - but some claims outstanding Q1 and Q2 22/23 total to date is £12.66m Key actions: Continue to work with project teams to set out accurate project forecasts Programme prioritisation process could have an impact on spend going forward, some schemes being paused, slowed down or delivery phased. Ongoing review of forecast/KPI implications ongoing 	<ul style="list-style-type: none"> EQIA Expectations and Toolkit communicated to internal and external teams via Programme Boards and day to day correspondence including requirements for engagement. EQIAs form part of Quality Review Process – Inclusive Design Guidance forms part of Quality Checklist. All except 3 schemes have some form of EQIA completed. Team working with portfolio Management and Appraisal on EQIA mapping against Assurance Framework – guidance and expectations.
T2	Continue development and delivery of Transforming Cities Fund programme projects.	<ul style="list-style-type: none"> 15 x Outline Business Case's approved 14 x Full Business Case's approved 5 x projects start on site 1 project complete on site 	Head of Service – Transforming Cities Fund	<ul style="list-style-type: none"> Projects undertake Equality Impact Assessments Projects develop inclusive stakeholder plans that include a variety of accessibility groups, community groups, user groups, etc Users are engaged throughout design and delivery stages, and into operation of new facilities where required Schemes are designed to best practice and design standards 		<p>Full Business Cases:</p> <p>Q1/Q2</p> <ul style="list-style-type: none"> Approved (3) Planned (13) <p>Start on Site:</p> <ul style="list-style-type: none"> On site (3) Planned (2) <p>Completion</p> <ul style="list-style-type: none"> Planned (2) 	<ul style="list-style-type: none"> EQIA Expectations and Toolkit communicated to internal and external teams via Programme Boards and day to day correspondence including requirements for engagement. EQIAs form part of Quality Review Process – Inclusive Design Guidance forms part of quality checklist. All except 3 schemes have some form of EQIA completed (some require significant review and updating) - Prog Team Tracking and monitoring updates and quality of submissions.

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T3 Lead work on bus reform to drive up standards of bus travel.	<ul style="list-style-type: none"> Undertake a public engagement to refresh the understanding of the public view of bus travel (Q1). Establish the Enhanced Partnership (Q1). Agree the objectives and the compelling case for change for bus to ensure our bus network is inclusive and provides the connectivity the communities need (Q2). Undertake the needs assessment for bus reform, develop options for delivery of zero emission buses to West Yorkshire (Q4). 	Head of Transport Policy	<ul style="list-style-type: none"> The Bus Service Improvement Plan (BSIP) will look to enhance the bus service offer and provide connectivity to communities. The indicators will be reported through the State of the Region report and Bus Service Improvement Plan annually. <p>To include:</p> <ul style="list-style-type: none"> Increased customer satisfaction with local bus services BSIP targets - 7.5 (2025) and 8 (2030) (score of 1-10) Improved housing accessibility by bus via the core bus network – BSIP targets - 55% (2025) and 65% (2030) Improved employment accessibility by bus via the core bus network – BSIP targets – 60% (2025) and 70% (2030) 4) Improved satisfaction with personal security while on the bus – BSIP targets - 85% (2025) and 90% (2030) 		<ul style="list-style-type: none"> The Big Bus Chart is currently underway and will conclude in September 2022, analysis will follow. The Enhanced Partnership was established in April 2022. The case for change is currently in development and is expected to be considered by transport Committee in October 2022. Consultants are in place to undertake the bus reform needs assessment. The outcome of the assessment will be taken forward for audit. It is expected that this assessment will consider options for delivery of further zero emission buses for West Yorkshire. 	<ul style="list-style-type: none"> An assessment of the Bus Service Improvement Plan (BSIP) targets will be undertaken as part of the BSIP monitoring in the autumn. For the Big Bus Chat, the consultation team are finding ways to ensure the drop-in events have been as accessible as possible to ensure as many people are able to participate. As well as online surveys, the surveys have been made available in easy read and in various different languages.
T4 Further develop mass transit proposals for	<ul style="list-style-type: none"> Establish regular engagement with DfT on mass transit (ongoing) 	Interim Director of Mass Transit	<ul style="list-style-type: none"> An EDI strategy for Mass Transit will be published by the end of 2022. A comprehensive network of accessibility engagement 		<ul style="list-style-type: none"> Discussion with Motts to develop task order to deliver the strategy has taken place 	<ul style="list-style-type: none"> An EDI strategy for Mass Transit being published for summer 2023 As set out in the Mass Transit Vision endorsed by Mayor Brabin, our 'People First' principle and the wider

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West Yorkshire.	<ul style="list-style-type: none"> Obtain approval for the Programme SOBC and start work on the corridor business cases (Q1) Development of the commercial and delivery strategy, resource mobilisation (Q2) 		<p>groups to be established over the next 12 months in order to provide a robust forum to receive further feedback on the Mass Transit Strategy, as well as to act as a longer-term sounding board for all key decisions concerning Mass Transit's design, construction and future development.</p> <ul style="list-style-type: none"> Work with the Combined Authority's Communications/Engagement and Research Intelligence teams to ensure that the planned route options engagement exercise for Mass Transit is fully accessible for all, and provides an opportunity for all communities along these routes to have their say. 		<ul style="list-style-type: none"> Work to begin in December 2022 on developing the initial outputs of the strategy 	<p>EDI agenda are key elements of our plans for Mass Transit for West Yorkshire. The WYCA Mass Transit team, supported by Mott MacDonald will produce an EDI Strategy that will outline our approach to how Mass Transit will provide a 'best in class system' in relation to EDI. The Strategy will establish an evidence base, setting out how best practice from around the world can be applied to the West Yorkshire context. The Strategy will then set key principles (an EDI 'definition' for Mass Transit) that will guide the development of the Mass Transit Network. It is expected the Strategy will be developed with support from the senior WYCA and will be completed by Summer 2023. The Strategy is intended to include a foreword from Mayor Brabin reinforcing the commitment to EDI through the Mass Transit Programme from across WYCA.</p> <p>Network of accessibility engagement groups being established over next 12 months</p> <p>Our WYCA Mass Transit team is currently working to establish an external-facing user accessibility group involving members of the public and key user/accessibility group(s). This would look to build on some of our existing accessibility group(s) that have been consulted for previous pieces of work within the Combined Authority. We are also looking to benefit from existing contacts and relationships with similar groups that are active through our District Partners and stakeholders engaged on other live projects. We are also proposing to procure an accessibility consultant to work alongside the WYCA Mass Transit team in establishing the groups, and to provide accessibility support and advice to the programme as it develops.</p> <p>Planned route options engagement for MT being fully accessible for all and opportunities for all communities to have their say.</p> <p>In addition to the above, the Mass Transit team is currently working with Communication and Engagement colleagues to establish a stakeholder database for upcoming consultation events. This will be informed by the EDI Strategy and the wider stakeholder and consultation workstreams Mott MacDonald are engaged with. This will include a</p>

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						<p>detailed stakeholder mapping exercise based on demographic mapping along each of the proposed Mass Transit corridors. The Accessibility Consultant will also input into our ongoing approach to engagement pending the procurement process. Detailed and comprehensive route engagement plans will be developed to gather feedback and comments on accessibility and inclusion from across communities affected by the Mass Transit Programme and West Yorkshire as a whole.</p>
T5	Build a transport pipeline, promoting active & decarbonised travel.	Head of Transport Policy	<ul style="list-style-type: none"> Linkage to E1. that new transport projects support inclusive growth and our social wellbeing objectives and align with wider ambitions, through assessment against an agreed prioritisation framework. 		<ul style="list-style-type: none"> The Connectivity Infrastructure Plan scheme lists are currently being reviewed and being considered in the context of writing a new Local Transport Plan for West Yorkshire Delivery plan development is in progress for a number of emerging and existing strategies. This will be concluded as the new Local Transport Plan develops. Department for Transport require a new Local Transport Plan to be in place by March 2024. The new Local Transport Plan will be consulted on in early 2023 and then an implementation plan for the Local Transport Plan will be consulted on later in 2023. One to one Leader discussions on the Local Transport Plan and monthly meetings with Cllr Hinchcliffe and Cllr Carlill on the Local Transport 	<ul style="list-style-type: none"> Equality, diversity and inclusion are part of the prioritisation framework for the pipeline development and will be central to the Local Transport Plan development. External input will be sought for the Local Transport Plan which will include representation to champion EDI.

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						Plan and pipeline development	
T6	<p>Bus Service Improvement Plan – year 1 delivery</p> <ul style="list-style-type: none"> Fares, ticketing and information Network accessibility and safety 	<p>Progress toward the BSIP targets by 2025</p> <ul style="list-style-type: none"> Bus patronage of 2019 levels plus 15% 95% Punctuality 99.5% reliability 10% decrease in bus journey times 55% of housing on core network 60% employment on core network 	<p>Head of Passenger Experience - Fares, ticketing and information</p> <p>Head of Mobility Services – network, accessibility</p>	Inclusive bus network – assessment of service provision by Indices of Multiple Deprivation demographic analysis.		<ul style="list-style-type: none"> Bus Service Improvement Plan (BSIP) now provisionally awarded subject to formal adoption of Enhanced Partnership. Mayor’s Fares initiative launched early September Work in progress on Bus Network Development Plan – to report to Transport Committee Dec 22 Target to start to deploy BSIP network funding from March 23 in line with end of Govt covid recovery funding. Commercial local bus market remains very volatile. 	<ul style="list-style-type: none"> Accessibility and connectivity is considered as part of future local bus network design. EQIA process is implemented for significant changes to service levels.
T7	<p>Ensure efficient delivery of Combined Authority transport services.</p>	<p>Reduce cost per trip per passenger on tendered bus service through increased patronage</p> <ul style="list-style-type: none"> Value for money on bus contract costs (£ per km) Reduce transaction cost for pass issuance, MCard sales, Travel enquiries, school transport Maximum 10% overhead cost on the operation of tendered services, 	<p>Head of Mobility Services – network, accessibility</p> <p>Head of Passenger Experience - Fares, ticketing and information</p>	Develop a database of characteristics of service users by introducing additional questions on application.		<ul style="list-style-type: none"> Bus patronage has recovered to 80% of pre pandemic however bus operating costs have increased with inflation. As a result 11% of the bus network is currently not commercially viable with the risk of bus service cuts. Whilst this has been partly mitigated by Government extending funding until 2023, the CA is under pressure to fund services threatened by withdrawal. Inflationary pressures are also impacting on CA bus service contract costs and 	<ul style="list-style-type: none"> Accessibility and connectivity is considered as part of future local bus network design.

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		school transport and MCard sales.				the business failure of a significant contractor has increased CA costs. These factors are hampering the objective to reduce the cost per trip on CA funded bus services and the transaction costs for concessionary travel. Short term action has been taken to supplement this budget area in the current year and there is a necessity to re-base this area of expenditure in 23/24.	
T8	Consistent delivery of customer service to transport users.	<ul style="list-style-type: none"> Volume stats on service use (as currently reported to Transport Committee) Service delivery stats Metroline call handling Time taken to deliver passes Digital service availability 	Head of Passenger Experience - Fares, ticketing and information	Develop a database of characteristics of service users by introducing additional questions on application.		<ul style="list-style-type: none"> New Head of Passenger Experience in post and developing a customer service plan 	<ul style="list-style-type: none"> The development of a database of characteristics of service users in currently being explored and progress will be reported on in subsequent quarters.
T9	Delivery of Bus Enhanced Partnership.	The Enhanced Partnership Plan sets out a programme for establishing the Enhanced Partnership	Director Transport & Property Services	Assessment of service provision by Indices of Multiple Deprivation demographic analysis.		<ul style="list-style-type: none"> Draft Enhanced Partnership (EP) Scheme for delivering the Bus Service Improvement Plan in formal consultation stage. EP Scheme for Bus Service Improvement Plan to be formally made in early November providing no formal objections raised 	
T10	Annual expenditure of transport infrastructure	Transport 2022/23 spend achieved in accordance with agreed target of £90m (WY+TF)	Head of Transport Implementation	N.A. – objective is spend only		<ul style="list-style-type: none"> West Yorkshire Plus Transport Fund: £29,664,313 	N.A. – this objective is spend only

CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM

BUSINESS PLAN OBJECTIVE		2022/23 TARGET	OWNER	EQUALITY, DIVERSITY AND INCLUSION MEASURE	RAG RATING	2022/23 TARGET PROGRESS	EQUALITY, DIVERSITY AND INCLUSION PROGRESS
	projects / programmes.					<ul style="list-style-type: none"> Leeds Public transport Investment Programme: £1,431,447 Integrated Transport Block (CA Legacy projects): £696,397 Active Travel: £2,671,396 New Station Fund: £3,731,910.23 Total: £16,992,739 <i>*these figures are up to date, but not all quarter claims have been received or processed as yet.</i> Rated amber because it is behind the spend trajectory, and there are wider risks due to pressures on resources generally <i>Currently we are reviewing the West Yorkshire Plus transport Fund through the inflation review with a view to pause and pipeline projects to release funding back into the programme.</i>	
T11	Continue delivery of transport infrastructure projects / programmes.	<ul style="list-style-type: none"> 15 x Outline Business Cases approved 14 x Full Business Cases approved 5 x projects start on site 1 project complete on site 	Head of Transport Implementation	Projects develop inclusive stakeholder plans that include a variety of accessibility groups, community groups, user groups, etc		<ul style="list-style-type: none"> 3 x Outline Business Case approved 2 x Full Business Cases approved 3 x projects started on site 8 x projects completed on site 	<ul style="list-style-type: none"> All projects undertake Equality Impact Assessments, which are appraised as part of the relevant part of the Assurance Framework.

BUSINESS PLAN OBJECTIVE		2022/23 TARGET	OWNER	EQUALITY, DIVERSITY AND INCLUSION MEASURE	RAG RATING	2022/23 TARGET PROGRESS	EQUALITY, DIVERSITY AND INCLUSION PROGRESS
S1	Delivery of the Mayor's Police and Crime Plan: Strategies (including Women and Girls).	Establish Mayoral strategies on the Safety of Women and Girls, West Yorkshire Place, Responding to Multiple and Complex Needs, Vulnerability and Safeguarding, Victims and Witnesses by March 2023.	Head of Policing and Crime	<ul style="list-style-type: none"> Public consultation is representative of the communities in West Yorkshire (Equality, Diversity and Inclusion data is collected and analysed) Strategies have core EDI theme, mirroring the Police and Crime Plan including tackling racial disparities. 		<ul style="list-style-type: none"> Second co-design event held on 13/09/22 for the Safety of Women and Girls Strategy which will be published in late November. 	<ul style="list-style-type: none"> Commissioning Strategy Co-design includes ensuring our commissioning approach is fair and equal, furthers equality, diversity and inclusion and does not disadvantage communities
S2	Delivery of the Mayor's Police and Crime Plan: Performance Framework.	Implement new performance framework for Police & Crime plan (as set out in the Police and Crime plan.)	Head of Policing and Crime	<ul style="list-style-type: none"> Monitoring police force representation: <ul style="list-style-type: none"> Increase proportion of workforce from ethnic minorities Increase proportion of female officers Monitor ethnic disparities in police activity and hold the Chief Constable to account where these are identified 		<ul style="list-style-type: none"> Revised Performance Framework for the Police and Crime Plan 21-24 implemented through the performance monitoring report and the Performance Scrutiny Meeting (PSM). Priority dashboard taken to Partnership Executive Meeting to facilitate partner co-ordination and oversight. Performance reporting presented to the Partnership Executive Meeting (14/10/22) and the Police and Crime Panel (07/10/22), in public. 	<ul style="list-style-type: none"> Workforce paper details progress against Mayoral recruitment pledge. Analysis of disproportionate protected characteristics police activity scrutinised at Community Outcomes Meetings and PSM. Increase proportion of workforce from ethnic minorities – 7.2% at June 2022. A 0.8% increase on previous 12 months (June 2021). Increase proportion of female officers – 36.7% at June 2022. A 1.4% increase on previous 12 months (June 2021).
S3	Commission targeted services to improve community safety and support victims of crime.	Commission evidence-based services for victims which represent value for money, focussed on outcomes, and hold providers to account.	Head of Policing and Crime	<ul style="list-style-type: none"> To establish a key set of Equality, Diversity and Inclusion performance measures, ensuring our services meet needs of diverse users. 		<ul style="list-style-type: none"> EDI performance monitoring reviewed and aligned to EDI Toolkit 	<ul style="list-style-type: none"> Draft toolkit to go to Policing and Crime Exec on 26 October 2022.
S4	Through the Violence Reduction Unit, identify, understand and respond to tackling serious violence	<ul style="list-style-type: none"> Ensure delivery of Home Office VRU key aims to support a reduction of serious violence with an early intervention, public health approach. Ensure delivery of the VRU Response Strategy. 	Director of the Violence Reduction Unit	<ul style="list-style-type: none"> Monitor VRU Early Intervention programme attendee figures and reach. VRU Decision making include EqIA's VRU engagement is representative of the community. 		<ul style="list-style-type: none"> Delivery of the Violence Reduction Unit (VRU) response strategy is on track with a number of delivery programmes continued and new projects up and running. Home office returns submitted 17/10/22. VRU Community advisory group continues to 	<ul style="list-style-type: none"> all VRU decision papers are accompanied with an EQIA. Our engagement strategy is in place one of a number of community showcase events is taking place on 19/10/22. Our community engagement also continues through our Community engagement group.

BUSINESS PLAN OBJECTIVE	2022/23 TARGET	OWNER	EQUALITY, DIVERSITY AND INCLUSION MEASURE	RAG RATING	2022/23 TARGET PROGRESS	EQUALITY, DIVERSITY AND INCLUSION PROGRESS
	<ul style="list-style-type: none"> Ensure community voice is representative across VRU activity 		<ul style="list-style-type: none"> The Community are involved in VRU decision making. 		<p>meet and is scheduled to meet on 18/10/22</p> <ul style="list-style-type: none"> So far to date in this financial year 11,422 young people under 25 reached and 406 over 25's reached. All VRU decisions have an EQIA. The Community advisory group is represented on key decision making boards and membership reviewed and refreshed to continue achieving representation. Response Strategy continues to drive our work and the Delivery plan is ongoing as per Q1, new research providers are being identified to conduct this years research programmes. In terms of partnerships we have moved to a more thematic way of framing our Partnership Delivery Group Meeting, to ensure we have the right representation at each meeting. A health check is commencing in Quarter 3 to ensure all structures are fit for purpose. Partners have been involved in several decisions this quarter including: <ul style="list-style-type: none"> Agreement of locality-based funding based on delivery plans submitted by each of the five local Community Safety Partnerships. Agreement of plans to undertake an expression of interest process to commission education based Violence Against Women and Girls provision 	

BUSINESS PLAN OBJECTIVE	2022/23 TARGET	OWNER	EQUALITY, DIVERSITY AND INCLUSION MEASURE	RAG RATING	2022/23 TARGET PROGRESS	EQUALITY, DIVERSITY AND INCLUSION PROGRESS
					based on engagement with schools and associated market sounding activity. <ul style="list-style-type: none"> Following engagement with all 5 Detective Chief Superintendent's in the last quarter we have completed an expression of interest process focussing on mentoring and education inclusion to address the needs within the identified schools 	

BUSINESS PLAN OBJECTIVE	2022/23 TARGET	OWNER	EQUALITY, DIVERSITY AND INCLUSION MEASURE	RAG RATING	2022/23 TARGET PROGRESS	EQUALITY, DIVERSITY AND INCLUSION PROGRESS
C1 Progression of British Library North business case through the Assurance Framework.	Approval of 1 Outline Business Case by 31st March 2023	Head of Economic Implementation	Creating an inclusive and diverse learning and cultural space for all of the region		<ul style="list-style-type: none"> Delayed due to cost escalation and consequential need for programme review Officers are working proactively alongside all partners & looking at options to move the project forward to the next stage. An all-parties scoping workshop is taking place on 10th November with focus on key outstanding issues to move the project forward in a positive manner. 	<ul style="list-style-type: none"> Delayed due to cost escalation and consequential need for programme review. The private sector owner of Temple Works (the preferred location of the BLN facility) is working with the CA and LCC as funding partners to ensure there is a comprehensive programme of EDI work streams to social inclusion and mobility in the Holbeck communities benefit from the project.
C3 Develop and implement a Creative New Deal and shape interventions to deliver it to support in part more inclusion and diversity in the region.	Culture framework developed with a planned pipeline of work created by Autumn 2022. To enable increase in % participation in culture events from people from diverse and disadvantaged backgrounds.	Head of Business, Innovation, Skills and Culture Policy	<ul style="list-style-type: none"> Culture framework developed with a planned pipeline of work created. To enable increase in percentage of participation in culture events from people from diverse and disadvantaged backgrounds. [% target to be selected as part of the culture framework development] 		<ul style="list-style-type: none"> Culture, Heritage and Sport Framework will be discussed at Culture Committee in Nov 22, with pipeline of work covered by Business Case approved by April 22. 	<ul style="list-style-type: none"> The Culture, Heritage and Sport Framework is available in 4 languages, easy read format, and British Sign Language (BSL) (forthcoming). Framework includes EDI measurement: "The number of people engaging with culture, heritage and sports activity (including young people), and whether they reflect the diversity of our communities." Pipeline of work is in progress (3 x business cases approved), with Implementation Programme in development. Bradford Literature Festival (with strong EDI focus) delivered, pending evaluation.

BUSINESS PLAN OBJECTIVE	2022/23 TARGET	OWNER	EQUALITY, DIVERSITY AND INCLUSION MEASURE	RAG RATING	2022/23 TARGET PROGRESS	EQUALITY, DIVERSITY AND INCLUSION PROGRESS
						<ul style="list-style-type: none"> • EDI evaluation included in Year of Culture business cases.
C4	Establish a Creative Catalyst to help drive growth and establish an ecosystem for creative businesses.	Support 100 Creative and Cultural industries businesses.	Head of Trade & Investment		<ul style="list-style-type: none"> • Within the target, support over 50% of these businesses from disadvantaged/ diverse backgrounds or hard to reach communities. • 26 businesses currently on Creative Accelerator. • 30 businesses currently on Export Labs. • 942 days of work across 13 businesses and 22 projects supported via TV and Film Development Fund. • 2021-22 Mayor's Screen Diversity programme (Beyond Bronte's) completed delivery with 80 participants completing the programme 	<ul style="list-style-type: none"> • The Mayor's Screen Diversity Programme supported 58% women, 50% BAME and 33% people with disabilities and runs until September 2022. • Export support – tendered. • Creative Collectives will boost creative ecosystem by supporting a bespoke programme of diversity focussed events, ie Leeds Queer Film and TV Festival and other districts events. • For the Mentoring scheme (currently out to tender), there is a strong focus on diverse talent to assist those from underrepresented backgrounds to seek support from relevant industry figures to support their career progression.

BUSINESS PLAN OBJECTIVE	2022/23 TARGET	OWNER	EQUALITY, DIVERSITY AND INCLUSION MEASURE	RAG RATING	2022/23 TARGET PROGRESS	EQUALITY, DIVERSITY AND INCLUSION PROGRESS
J1	Fair work charter launched and business sign-up to charter.	<ul style="list-style-type: none"> • Consultation undertaken March/April 22. • Charter launched summer 22. 	Lead Policy Manager		<ul style="list-style-type: none"> • Consultation is representative (EDI data collected and analysed) • EDI commitments for employers embedded into charter • Analysis of consultation responses undertaken in-house and considered by Steering Group in July 2022. • Due to capacity constraints within the procurement function, a delay in commissioning specialist support needed for the next phase, including finalising the Charter content (ensuring it is relevant to SMEs – a key issues highlighted in the consultation) and implementation design. • Following confirmation at the end of September that Contract Standing Orders have been amended, a compliant procurement exercise is being 	<ul style="list-style-type: none"> • One of the key drivers of the Charter is to make all workplaces in West Yorkshire more inclusive. • The project is being driven by a Steering Group which is diverse including in terms of age, ethnicity, gender, and physical disability • Public consultation responses included the following results: more women than men responding; 10% of respondents were non-white; and one third of respondents had a physical or mental health condition or illness.

						undertaken, which if successful will enable the consultancy support to begin on 7 th November.	
J2	Develop a pipeline of new business interventions that meet our strategic needs and address the challenges of the region.	Investment plans for business and innovation developed by Autumn 2022 that meet the needs of the region in partnership with the business community.	Head of Business, Innovation, Skills and Culture Policy	<ul style="list-style-type: none"> • New measures developed to include a focus on businesses led by people from diverse and deprived backgrounds. • Improving productivity and access to good jobs, will support the investment priority outcomes and will be reported through the state of the region report e.g. quality of work 		<ul style="list-style-type: none"> • Enterprise West Yorkshire and the Business Productivity Programme are in delivery. • Business West Yorkshire (working title) and West Yorkshire Innovation Support programme are in assurance process to go to Combined Authority in October 2022. • Enterprise Programme and Digital Transformation (led by Leeds City Council) in assurance process, to go to CA in February 2023. • Export Support and SME Knowledge Transfer pilot currently in development to go through assurance process in 22/23. • Seedcorn Finance, HealthTech Sector Support, and Inward Investment Support are in development, in close consultation with the Business Economy and Innovation Committee to be delivered 2023 onwards. • An Open Call for Projects is being developed. 	<ul style="list-style-type: none"> • Growth service have been monitoring interactions with diverse and deprived groups. We have written in more robust monitoring into all of the new strategic programs.
J3	Deliver a revised and refreshed Growth Service model, with greater focus on reaching a more diverse range of SMEs (including social enterprises)	3,000 SMEs supported .	Head of Business Support	<ul style="list-style-type: none"> • 10% with at least one BAME decision-maker • 15% with at least one Female decision-maker • 25% in 20% most deprived on IMD 		<ul style="list-style-type: none"> • 2492 SME's Supported • 83% of Annual Target, which demonstrates ongoing high demand for support from businesses, including on energy costs, energy efficiency and other cost doing business pressures. • SMEs supported via the current Growth Service Gateway, events and via 	<ul style="list-style-type: none"> • Ethnic Minority 21.8% • Female 47.8% • 20% most deprived 33.9% • Protected characteristics data now being collected for all business support enquiries & interactions. • The above figures on ethnicity and gender relate to the businessperson leading the enquiry / interaction with the service. This is typically the business owner or another key decision-maker in the business. • Good progress to date on all EDI targets, but recognise more still needs to be done to broaden the reach of the service, and that this is a 'benchmark' year for collecting the data.

	and co-ops), and with an enhanced approach to using data & intelligence to target support at specific groups and in specific districts.					<p>the support of Growth Managers, as well as via products delivered and/or funded by the Combined Authority, including via REBiz for energy efficiency support.</p> <ul style="list-style-type: none"> • Business case in development and progressing through the CA Assurance Framework to implement ongoing improvements to the service in terms of reach, visibility, product range and use of digital tech. 	
J4	Support firms to recover, build resilience and grow in response to the ongoing impacts of COVID-19, EU Exit & global events through access to finance and good quality advisory support (public and private).	1500 SMEs supported intensively to build resilience and grow.	Head of Business Support	<ul style="list-style-type: none"> • 25% in 20% most deprived on IMD 		<ul style="list-style-type: none"> • 744 SME's supported • 49% of Annual Target, which is just behind profile for the more intensive interactions, such as grant investment and coaching / mentoring, but this is typical for quarter one and is expected to increase through the year. • Support is being provided to businesses with access to finance, innovation and tech adoption, business planning, resource efficiency, sustainable & active travel, and business start-up. 	<ul style="list-style-type: none"> • 27.4% in 20% most deprived on IMD • Decent progress to date on engaging with those businesses located in the 20% most deprived parts of the country as set out by the Indices of Multiple Deprivation.
J5	Deliver Workstreams 2 and 3 of the 'Ladder of Enterprise Support', focussed on a universal offer for any person in WY who wants to start a business,	500 pre-start & start-up firms supported.	Head of Business Support	<ul style="list-style-type: none"> • 50% Female, 20% BAME (30% for Workstream 3), • 3% of people supported on the Programme will self-declare as Disabled (for Workstream 3 of the programme, the figure will be 5%). 		<ul style="list-style-type: none"> • 240 pre-start & Start-up firms supported • 48% of annual target • Just below profile but the pipeline of new clients is building and the numbers joining the programme are expected to increase throughout the rest of the year. • Over 600 enquiries about the programme have been 	<ul style="list-style-type: none"> • Female 60.1% • Ethnic Minority 34.5% • Disability 11.4% • Good progress to date on meeting the EDI targets, which are set out clearly in the contracts with the main providers on the programme. • Referrals into the programme from the supply chain of the primary contractors are contributing to the progress to date. These include Inspired Neighbourhoods, Airedale Enterprise Services, the Opportunity Centre, Barca Leeds and Paddock Trust.

	and a more bespoke offer for a smaller number of high growth innovation-led enterprises with the potential to achieve significant economic, social and environmental returns. Strong focus on ED&I in terms of outreach, marketing and target outcomes.					<p>received, but the 240 relates to those that have accessed the support to date.</p> <ul style="list-style-type: none"> • The LA-employed Start-Up Managers are now all in post and are driving new clients to the support available. District-nased launch events have all now taken place, with the Bradford one being held at the Kala Sangham centre last month. • A broader range of referrals are now being received via the private and third sectors, as well as via complementary products such as ADventure and Start-Up Loans. • ‘Ladder of Enterprise Support’ is not the official term for the programme, rather an internal term to describe the sequenced support available. The programme is currently known as Enterprise West Yorkshire but we have just appointed a marketing agency to support with branding for all 3 workstreams, which Kate McRoy is leading. 	
J6	Develop a compelling narrative for Innovation in West Yorkshire to secure a future innovation deal opportunity which builds on the	Agreed by Autumn 2022.	Head of Business, Skills, Innovation and Culture Policy	<ul style="list-style-type: none"> • New measures in the deal to be developed to include a focus on businesses led by people from diverse and deprived backgrounds. • The deal will focus on sectors that have wider societal benefits, such as health technology that ultimately supports improved health outcomes. 		<ul style="list-style-type: none"> • Working group established to progress this. Dependent on both the West Yorkshire vision/ plan being developed and the Economic Plan so will be later than originally planned. • The second WY Innovation Festival took place in Oct 2022 in Bradford – over 30 events with various 	Focus of Innovation Festival was innovation for everyone (inclusive innovation) with many sessions based on using innovation to overcome societal challenges.

	strengths and opportunities of the entire region (distinct towns, cities and places and people and the role of innovation within that).			<ul style="list-style-type: none"> Targeting innovation investment across the region in driving up improved EDI outcomes which will be reported through the state of the region report e.g. Entrepreneurship/ start ups 		<p>partners and the Innovate Local WY event as part of the week.</p> <ul style="list-style-type: none"> Further discussions taking place with Innovate UK (Mayor and IUK CEO met for first time at Festival), building on the existing Memorandum of Understanding exploring options for further collaboration and funding opportunities for region. 	
J7	Improve the export performance of the region and encourage businesses to internationalise	350 businesses assisted with overseas trade initiatives.	Head of Trade & Investment	<ul style="list-style-type: none"> Targeting 10% of businesses supported be those that are traditionally excluded from export activity, e.g. female owner/ operated and BAME led businesses. 		<ul style="list-style-type: none"> 40 businesses assisted by Trade and Investment via initiatives like the Alibaba Group and UK Israel Free Trade Agreement roundtables and Export Academy sessions. A number of trade initiatives which relate to the new international trade strategy will assist this target to be met in 2022/23. 	The next iteration of the international trade strategy includes the delivery of interventions that assist businesses that are disadvantaged or disproportionately impacted by the new trading environment, ie female led and BAME businesses.
J8	Attract, grow and retain investment in West Yorkshire	2,000 jobs created and safeguarded.	Head of Trade & Investment	<ul style="list-style-type: none"> Targeting all new jobs created to be paid above the national average salary. 		<ul style="list-style-type: none"> 206 jobs created and 10 safeguarded at the end of Q2. We forecast hitting target as the enquiry pipeline remains strong, with an investment project creating 1,000 jobs due to be claimed in Q3 as a result of the Mayor's successful mission to India. Investor confidence remains a concern given economic volatility and rising costs, though the declining pound may increase the UK's attractiveness for US investors in particular, who account for over 50% of project successes to date. 	<ul style="list-style-type: none"> New and safeguarded jobs relate to 9 projects successes. 2 of the 9 project successes have landed outside of Leeds, in Kirklees and Bradford. 8 of the 9 projects successes are the result of foreign owned new investments and expansions, with 5 linked to US investors. Average salaries for all new jobs created are above the national average.

J9	Deliver West Yorkshire Business Accelerator Fund	<ul style="list-style-type: none"> Launch of fund and Investment Programme by Foresight 250 Jobs created over the life of the fund, 200 jobs safeguarded. 21 businesses invested in with target to become net zero by 2038. 	Head of Commercial Development & Investment	<ul style="list-style-type: none"> The Fund will be an Ethical, Social and Corporate Governance Fund, with applicant businesses being asked to complete an ESG questionnaire to measure their credentials across a broad range of measures including: <ul style="list-style-type: none"> Environmental impact and track record Whether the business is an accredited Real Living Wage employer The gender and ethnicity of employees The gender and ethnicity of Board Members <p>The following KPI's will be monitored.</p> <ul style="list-style-type: none"> % of boards that are all female teams % of boards that are all male teams % of boards that are mixed gender teams % of boards with BAME representation % of boards with 100% BAME representation 		<ul style="list-style-type: none"> Limited Partnership Agreement signed in July 2022. The first £2m investment from the fund is to support the growth of an e-commerce business that sells trees and shrubs from its nursery in West Yorkshire to customers nationwide and a press announcement will be made imminently. Over recent years the company has grown rapidly due to the strengthening of the e-commerce horticultural market. This is a high growth company that boasts a unique proposition with the potential to build and consolidate new markets. With Foresight's support in terms of funding and experience in helping entrepreneurs scale and professionalise their businesses, the company is expected to grow significantly in the next few years, helping to create a significant social and economic boost for West Yorkshire. An initial quarterly investment meeting will take place in early November The Official Launch will be attended by the Mayor and other officials on 10th November 2022. The fund manager has opened a new office in Leeds specifically to service investment in the 	<ul style="list-style-type: none"> Outcomes and EDI measures should become visible at initially quarterly reporting session which is to held in November 2022.

						<p>region. As such they will be seeing a lot of prospective investments. WYCA has also been introducing potential investee companies too. We will have greater visibility of this when the first quarterly report is shared in November.</p>	
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ENABLING A DIVERSE, SKILLED WORKFORCE & ACCESSIBLE LEARNING FOR ALL

BUSINESS PLAN OBJECTIVE		2022/23 TARGET	OWNER	EQUALITY, DIVERSITY, AND INCLUSION MEASURE	RAG RATING	2022/23 TARGET PROGRESS	EQUALITY, DIVERSITY AND INCLUSION PROGRESS
W1	Develop a future pipeline for skills investment and implement the Employment and Skills Framework, including a Digital framework and digital skills plan.	Development of a skills pipeline and investment plan. Including the development of the digital skills plan by Autumn 2022.	Head of Business, Innovation, Skills and Culture Policy	<ul style="list-style-type: none"> New plan includes how we will improve access to digital skills for those from deprived communities and from diverse backgrounds. New plan and interventions will focus on the investment priority outcomes and will be reported through the state of the region report e.g. People with no / low qualifications and people without basic digital skills 		<ul style="list-style-type: none"> Pipeline development in progress – early consultation with Employment and Skills Committee (ESC) has taken place, with paper in next steps to go to October ESC meeting Business case in development for the next programme to follow the Employment Hub Digital Skills Framework was endorsed by ESC and will go to LEP and CA in Autumn 	<ul style="list-style-type: none"> Employment Hub, and what will follow, is a universal service with the following priority groups low paid, low skilled and unemployed whilst others chose a mix of young people, SEND, employed, economically inactive and over 50s. EDI level programme targets to be agreed with LAs in August. Digital inclusion is one of the four key priorities of the plan, this will be measured by population with Essential Digital Skills (EDS)
W2	Lead work with the Green Jobs Taskforce to produce a delivery plan for the creation of 1,000 green jobs and skills transition to net zero.	Green jobs taskforce to produce workable and socialised recommendations by January 2023 to develop green skills in the region.	Head of Business, Innovation, Skills and Culture Policy	<ul style="list-style-type: none"> Green jobs workstreams to include focus on individuals from deprived and diverse backgrounds being part of the taskforce. Creation of green jobs will support the investment priority outcomes and will be reported through the state of the region report 		<ul style="list-style-type: none"> At the end of October the CA approved funding of £5.1m for green employment and skills interventions. Interventions are now being developed as part of a Business Justification Case. Feedback and themes for draft recommendations were presented to the Green Jobs Taskforce in October. Following this, task and finish groups will take place in October and November to develop recommendations with Taskforce members and stakeholders. The final recommendations will be presented to the Green Jobs Taskforce at the last meeting in January. At the Green Jobs Taskforce in October young people who had been part 	<ul style="list-style-type: none"> Equality Impact Assessment (EqIA) will be part of Strategic Outline Business Case Consultation framework to be developed Activity has been commissioned for delivery by youth engagement organisations and including a requirement to reflect diversity

						of the commissioned green summer school - the Green Skills Youth Programme presented their interim findings from their research. They shared their perceptions of green jobs and advised the Taskforce on how to engage young people in the development of the recommendations. The final report will be published at the end of October.	
W3	Number of businesses supported to engage with employment and skills programmes	<ul style="list-style-type: none"> 266 (including 90 business volunteers in schools). 	Head of Employment and Skills	25% of businesses in most deprived on IMD		<ul style="list-style-type: none"> 154 businesses supported to date against a cumulative profile of 94 	<ul style="list-style-type: none"> 22% of the businesses are from businesses in most deprived Indices of Multiple Deprivation to date against a cumulative profile of 15%
W4	Number of adults supported to upskill, re-train or access employment/self-employment	<ul style="list-style-type: none"> 62,300 	Head of Employment and Skills	<p>For AEB:</p> <ul style="list-style-type: none"> 43% Learners from ethnic minority groups (WY demographic 20%) 23% Learners with learning difficulties and disabilities (match WY Demographic) 43% Unemployed Learners 67% Female learners <p>For non-AEB:</p> <ul style="list-style-type: none"> Ethnic minority – 20% People with disabilities – 23% Women – 50% 		<ul style="list-style-type: none"> 17,649 adults supported by the end of September against a target of 17,096. 	<p>For AEB:</p> <ul style="list-style-type: none"> Ethnic Minority Groups - 40% against cumulative profile of 43% Learners with disabilities - 18% against cumulative profile of 23% Unemployed Learners - 63% against cumulative profile of 43% Female Learners - 68% against cumulative profile of 67% <p>For non-AEB</p> <ul style="list-style-type: none"> Ethnic Minority Groups - 37% against cumulative profile of 20% Learners with disabilities - 20% against cumulative profile of 23% Female Learners - 53% against a cumulative profile of 50%