

**Key**

- Fully satisfies key requirements. Completed or on track to be completed / achievable.
- Partially satisfies key requirements – some outstanding elements which could prevent completion if not addressed.
- Key requirements are outstanding, with clarifications considered as high-very high risk and prevent completion / delivery if not addressed.

**Appendix 3: 2022 / 23 Corporate KPIs Q4 Reporting – April 2023 (2022/23, dated April 2023, as presented to June 2023 meeting of FRCC)**

REF	CORPORATE OBJECTIVE	BUSINESS PLAN OBJECTIVE	2022/23 TARGET	DIRECTOR	EQUALITY, DIVERSITY AND INCLUSION MEASURE	Q1 RAG	Q2 RAG	Q3 RAG	Q4 RAG	2022/23 TARGET PROGRESS	EQUALITY, DIVERSITY AND INCLUSION PROGRESS
B1	BUILDING A SUSTAINABLE, NATURE RICH & CARBON NEUTRAL REGION	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.		Alan Reisz, Director of Strategy, Communications and Intelligence	Determined by delivery of improvement through capital schemes.					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.  The responsibility for applying the toolkit to project appraisal now sits with the PMA team who are procuring additional training resource to enable PMA staff to cover carbon specific appraisal this follows a recent ILB decision that no dedicated appraisal resource for carbon will be needed - PMA and Research and Intelligence will continue work jointly on the development of carbon appraisal. The Q4 internal training sessions for PMA on the CIA toolkit have been delayed due to resource constraints in the Strategic Transport Modelling Team and will be rescheduled for Q1 2024. Planning is now underway for the key updates to CIA which will be incorporated into the next review of the Assurance Framework - the toolkit will be updated to take into account new national guidance on carbon appraisal as well.	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 stage 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	BUILDING A SUSTAINABLE, NATURE RICH & CARBON NEUTRAL REGION	Reduce carbon generation in Combined Authority facilities and buildings through lower energy use and increasing the proportion of waste recycled.	10% reduction in energy use  At least 30% of waste is recycled  Contribute to savings against corporate carbon emissions (2019/20) baseline of 1072 tonnes.	Dave Pearson, Director of Transport Operations and Passenger Experience	Improve air quality in West Yorkshire by reducing carbon dioxide and methane emissions 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.  Waste management continues to deliver waste reductions. Recycling rates steady at c. 40%					Wellington House, Leeds and Bradford Solar Photovoltaic (PV) arrays now online and delivering improved savings.  For example, July -Sept 2022 comparison with same period 2019 Leeds Bus Station: 41% reduction, Bradford Interchange: 36% reduction, Wellington House: 37% reduction.  With regard to recycling in Bus Stations, in November recycling rates remained steady at 38%, Bus Station Managers asked to ensure encouragement recycling facility is well publicised and visible.	Increase in delivery of renewable energy contributes to regional improvements in environment (air quality) which is generally worse in areas of deprivation.
B3	BUILDING A SUSTAINABLE, NATURE RICH & CARBON NEUTRAL REGION	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	Liz Hunter, Director of Policing, Environment and Place	Reduction in fuel poverty for up to 1316 households in social housing provision					Funding has been allocated from the Climate and Environment Plan. A programme of works to increase Solar PV on Combined Authority property will be submitted to the Assurance Process in January with an anticipated date of approval in March, with an anticipated start on site in Summer 2023.  Number of completed installations that qualify for the government grant and have achieved EPC C = 860 to date. Department of Energy Security and Net Zero (DESNZ) has approved a 3 month extension to the programme in terms of drawdown of their grant, therefore programme will continue into 23/24. All eligible government grant to be claimed by end of Q1. All match-funded outputs to continue and complete by Q3.  Despite good progress (at time of last national progress update in November we were the 2nd highest performer within the national programme), the final forecast for the programme is reduced to 929 properties (subject to final approval by DESNZ), due end April. Challenges have included inaccurate surveying identifying appropriate properties for Cavity Wall Insulation and challenges in applying Cavity Wall Insulation to blocks of flats.  In response to the challenges in delivering SHDF Wave 1 and the current cost of living crisis, £5m of Gainshare has been allocated to SHDF 'Booster' project enabling social housing providers to target those tenants most at risk of fuel poverty with insulation and renewable energy solutions. Programmed to deliver improvements to 1780 properties by March 2024, 168 properties were completed by end of March 23.  In addition, the CA has been awarded £14m from SHDF Wave 2: this together with £16m of match funding will create a £30m programme to retrofit a further 2400 properties.  Project completed and closed on 30 November 2022. 150 whole house surveys have been completed & posted to residents - an over-achievement against its KPI target. The Lead Authority approved an extension to the timescales for the project in 2022.  Of the 150 whole house plans posted to the residents, only 9 residents engaged with the follow-on calls with the Retrofit Coordinator  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.  The Evaluation Report has been finalised and details the total costs for any future retrofit instalments and the expected CO2 savings that can arise from the 150 homes surveyed	The consortium will measure in particular the improvements to those tenants who are retired and more vulnerable to ill health as a result of fuel poverty.  Social housing tends to have a higher proportion of: Lower income population; BAME communities; older occupants  Measures therefore, to increase energy efficiency and reduce cost has the potential to benefit these groups more.
B4	BUILDING A SUSTAINABLE, NATURE RICH & CARBON NEUTRAL REGION	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	Liz Hunter, Director of Policing, Environment and Place	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).					Learnings from the scheme have been presented to the Place Committee and Climate Committee in January 2023. Learnings will also be used to help inform the Better Homes Hub programme.  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.	Translation support was put 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.
B6	BUILDING A SUSTAINABLE, NATURE RICH & CARBON NEUTRAL REGION	Ensure all fossil fuel usage continues to be purchased from renewable sources.	Gas and electricity supply contracts are from renewable sources	Dave Pearson, Director of Transport Operations and Passenger Experience	Improve air quality in West Yorkshire by buying energy from sustainable sources					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.	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	BUILDING A SUSTAINABLE, NATURE RICH & CARBON NEUTRAL REGION	Replace the CA's existing diesel vehicles with electric vehicles in 2022/23	Replace 6 vehicles	Dave Pearson, Director of Transport Operations and Passenger Experience	Contribute to improved air quality in West Yorkshire by reducing carbon monoxide and nitrous oxide from vehicle emissions					Procurement of electric vehicles delayed. Order placed for electric vehicles with a delivery date scheduled for October 2022 is still unfulfilled and we have had limited responses to our order from the supplier. Discussions with procurement are taking place to find a way forward, for example by purchasing small numbers of vehicles from differing suppliers as they were available, unfortunately the global shortage of electric commercial vehicles and peak industry demand is still an issue.	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.
B8	BUILDING A SUSTAINABLE, NATURE RICH & CARBON NEUTRAL REGION	Implement the actions from the Carbon and Environment Action Plan.	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)	Liz Hunter, Director of Policing, Environment and Place	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.					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 LA5. 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) but not approved so now proceeding with individual business cases on the 7 priorities, further development funding secured at 21st October Combined Authority as a change request.  Internal Better Homes Hub Team in place and pilot projects being identified. Work ongoing with Leeds on the PM business council project. Energy Efficiency and Carbon Reduction Framework in advanced stages of development. Better Neighbourhoods programme approved and drawing to delivery (draft funding agreements in place). Skills and Business Support programmes being led by other teams. Client side support brief is in final review stage. This KPI remains amber as launching the Better Homes Hub is not yet achieved albeit we are already delivering retrofit activity.  Net Zero Region Accelerator - prospectus of low carbon projects / investable propositions in final stages of development.	EDI measures being integrated into the design of all programmes being brought forward from the Climate and Environment Plan.  Equality Impact Assessment (EgA) produced for the Strategic Outline Case.  Stage 1 and 2 EQAs submitted as part of Better Neighbourhoods project documentation. This is a grant funding programme for local communities and beneficiaries will include hard-to-reach and disadvantaged communities (including 10% most deprived as per IMD).
B9	BUILDING A SUSTAINABLE, NATURE RICH & CARBON NEUTRAL REGION	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 £50k	Angela Taylor, Director of Finance and Commercial Services	Procurement strategies are required to include their EDI implications					In Q4 85% of procurements completed included Carbon Impact considerations.  Prior to the KPI being developed, this was not a requirement and the majority of procurements concluded in the first half of the year were initiated prior to this requirement.  Going forward carbon impact considerations will form part of all procurement strategies over £50k.	Equality Impact Assessment (EgA) screening templates are completed for all procurement exercises.
C1	CHAMPIONING CULTURE, SPORT & CREATIVITY	Progression of British Library North business case through the Assurance Framework.	Approval of 1 Outline Business Case by 31st March 2023	Liz Hunter, Director of Policing, Environment and Place	Creating an inclusive and diverse learning and cultural space for all of the region					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.  A comprehensive all parties technical workshop took place on 10th Jan 23 where all options and delivery routes had been reconsidered. A detailed evaluation of the issues raised will now be appraised and the approach to the project reprofiled. This is likely to now include elements of permanent works alongside a reduced temporary scope of works.	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	CHAMPIONING CULTURE, SPORT & CREATIVITY	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.	Phil Wiltcherley, Director of Inclusive Economy, Skills and Culture	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)						Culture, Heritage and Sport Framework approved by Culture Committee in Nov 22, LEP and CA in Dec 2022. Kirklees Year of Music 23 Approved through assurance and CA. Leeds 23 Worn Barn development approved through assurance and CA (with 2nd tranche funding pending Culture Heritage and Sport committee approval Jan 2023). Wakefield Year of Culture Strategic Assessment submitted, and passed Strategic Assessment in Jan 2023. A pipeline Culture and Creative Industries Skills and Business support scheme was submitted for Strategic Assessment in January 2023, with a Business Justification Case to be submitted for PAT Approval by May 23.	The draft Culture, Heritage and Sport (CHS) Framework was made available for public engagement in 4 languages, and easyread format, with Braille and BSL available on request.  The framework includes the following EDI ambition: "Everyone in West Yorkshire can enjoy culture, heritage and sport, and no one will face barriers due to age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex, sexual orientation, or socio-economic background."  The framework includes the following EDI evaluation metric: "The number of people engaging with culture, heritage and sports activity (including young people), and whether they reflect the diversity of our communities."  A pipeline of work is in progress - (3 x business cases approved, a further Skills and Business support scheme progressing through assurance) with strong EDI targets, and includes continuation EDI focussed programme the Mayor's Screen Diversity Programme.  Bradford Literature Festival (with strong EDI focus) delivered, pending evaluation.
C4	CHAMPIONING CULTURE, SPORT & CREATIVITY	Establish a Creative Catalyst to help drive growth and establish an ecosystem for creative businesses.	Support 100 Creative and Cultural industries businesses, freelancers and microbusinesses.	Phil Wiltcherley, Director of Inclusive Economy, Skills and Culture	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 Bronze's) completed delivery with 80 participants completing the programme. 20 individuals currently on Mentoring scheme.	EDI evaluation included in Year of Culture business cases. For the Accelerator and Export Labs, the focus is on supporting over 50% of businesses from disadvantaged and diverse backgrounds or hard to reach communities, including but not limited to female-led companies, companies founded by BAME talent and companies founded by people with disabilities.  The Mayor's Screen Diversity Programme supported 58% women, 50% BAME and 33% people with disabilities and runs until September 2022. Beyond Bronze's. The aim being to increase diversity in the screen industries by delivering TV/film production training and work placements to young people aged 18 to 30. Recruitment specifically targeted disadvantaged groups including gender, ethnicity, disability and social class, as well as distinct spill of participants.  Creative Collectives will boost the creative ecosystem by supporting a bespoke programme of diversity focussed events, i.e. Leeds Queer Film and TV Festival and other districts events and projects. Supporting and encouraging engagement from the region's young talent and diverse communities with 50% of individuals from underrepresented groups. The main aim of the scheme and fund to engage with disadvantaged communities and individuals to ensure that the creative sector makes steps to become more permeable for individuals from diverse backgrounds, in turn growing the ecosystem.  For the Mentoring scheme, 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 (targeting people working in mid-level careers in the Screen Industries to support and mentor them to progress to more senior positions, particularly women, people with a disability and people from disadvantaged backgrounds). Key pressure is on retention of existing bus network with constrained funding budget.
E1	EMPOWERING OUR COMMUNITIES, TOWNS AND CITIES TO THRIVE	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	Dave Pearson, Director of Transport Operators and Passenger Experience	Assess demographics of each area of multiple deprivation.						Bus network remains unstable due to funding uncertainties – current Government funding expires in March  Bus service reductions in October but no significant changes since then  Cost pressures are affecting CA and bus operators – reported to CA, TC and FRCC	If the service cuts are implemented by bus companies, areas of the community will be left unserved by bus services.  August Update: 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.  If the service cuts are implemented by bus companies, there is a risk that communities lose connectivity.
E2	EMPOWERING OUR COMMUNITIES, TOWNS AND CITIES TO THRIVE	Delivery of Brownfield Housing Fund (BHF) Programme (year 3 of 5) – BHF aims to deliver a start on site for 4808 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	Liz Hunter, Director of Policing, Environment and Place	Projects undertake Equality Impact Assessment s Identify developments that contribute in areas of Indices of Multiple Deprivation.						Progression of 9 Business Cases through the Assurance Framework in 2022/23 (1 below forecast), <b>indicative outputs = 1771 homes, which is 671 above forecast</b>  Cost inflation risk is causing some project sponsors to pause and consider next steps.  NB 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 – 3,855 new homes by March 2025.	Each project has completed an Equality Impact Assessment (EiA), which will be updated as it progresses through the Assurance Framework.  Of the 1771 homes achieving indicative approval in 22/23 approx. 427 are anticipated to be affordable across a range of tenures.
E3	EMPOWERING OUR COMMUNITIES, TOWNS AND CITIES TO THRIVE	Prepare new policy and maintain existing policies as part of the Strategic Economic Framework including consultation where relevant (ensuring good reach and consideration of EDI).	West Yorkshire Housing Strategy to be approved (Quarter 4). West Yorkshire Nature Recovery Strategy to commence (Summer 2022) West Yorkshire Low Emissions Strategy updated (Quarter 4). Flood Review (refresh complete - Quarter 4).	Liz Hunter, Director of Policing, Environment and Place	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 undertaken, focus on engaging with people from diverse groups.  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).						Some areas of place based policy have been delayed due to resources being realigned to programme development activity and vacant posts being held in the team 2022/23. The housing strategy evidence is now in place and the new target date for completing the strategy is Q4 2023/24. The flood review will also be progressed 2023/24. Low Emissions Strategy is underway led by the Transport Directorate and Government have recently issued the guidance on Local Nature Recovery Strategies and new burdens funding so that work is progressing with an announcement expected shortly from Government to confirm that the Combined Authority is the lead authority for our region.	The Dementia-ready Housing Task Force is focussing on issues for people from BAME backgrounds and those from all LGBTIQ+ groups as one of its themes.  The refresh of the Flood Review and 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, this is being led by the Transport Policy Team. an EGiA will be drafted, and details can be reported next quarter.
E4	EMPOWERING OUR COMMUNITIES, TOWNS AND CITIES TO THRIVE	Build integrated place-based pipelines and secure funding that further our inclusivity and levelling up ambitions (aligned to capital and revenue funding opportunities).	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 broadband) pipeline developed, and funding secured (derived from Digital Infrastructure Opportunity Mapping) Quarter 4.	Liz Hunter, Director of Policing, Environment and Place	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), and properties at risk of flooding (around 4% of residential properties in West Yorkshire fall within a flood zone) and internet and mobile coverage.						Capital Infrastructure and Natural Flood Management Programmes have both entered CA Assurance. £7.1m allocated to the NFM Programme with delivery commencing in 2023/24. Worked with partners to refresh the programme and align with newly emerging funding opportunities for central government.  Strategic Place Partnership with Homes England progressing. Business Plan in final development and consultation stages, private session held with Place Committee and Terms of Reference for the SPP Board drafted. SPP approved by CA and signing / launch at UKREIF planned.  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 programme development activity. Strategic Assessment in development. 500k funding secured and consultancy brief in development.  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 level). Digital Officer appointed to start in post quarter 4.  Approval granted to start project development work on the Gigabit Infrastructure Fund. Digital Opportunity Mapping progressing (without the mobile coverage element due to barriers).	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 WC's 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).  Flood programmes (Capital Infrastructure and Natural Flood Management) EQiAs complete.
J1	DRIVING ECONOMIC GROWTH & INNOVATION TO ENABLE GOOD JOBS	Fair work charter launched and business sign-up to charter.	Consultation undertaken March/April 22. Charter launched summer 22.	Alan Reiss, Director of Strategy, Communications and Intelligence	Consultation is representative (EDI data collected and analysed)  EDI commitments for employees 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 issue highlighted in the consultation) and implementation design.  Following confirmation at the end of September that Contract Standing Orders were amended and a compliant procurement exercise undertaken, which enabled the commissioning of consultants to help finalise the Charter. Recommendations are due by mid-April on the final Charter content and sign up process.	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.

J2	DRIVING ECONOMIC GROWTH & INNOVATION TO ENABLE GOOD JOBS	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.	Phil Witherley, Director of Inclusive Economy, Skills and Culture	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.					Enterprise West Yorkshire and the Business Productivity Programme are in delivery.  Business West Yorkshire (working title) and West Yorkshire Innovation Support programme approved by 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 being taken through SPF funding route, in addition to an open call to support innovation and alternative business models. The call details are due to be published in April, with appraisal taking place in May.  Pilot Mayoral challenge competition launched.	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. Equality, diversity and inclusion is a key criteria for open calls for projects.
J3	DRIVING ECONOMIC GROWTH & INNOVATION TO ENABLE GOOD JOBS	Deliver a revised and refreshed Growth Service model, with greater focus on reaching a more diverse range of SMEs (including social enterprises and co-ops), and with an enhanced approach to using data & intelligence to target support at specific groups and in specific districts.	3,000 SMEs supported.	Phil Witherley, Director of Inclusive Economy, Skills and Culture	10% with at least one BAME decision-maker  15% with at least one Female decision-maker  25% in 20% most deprived on IMD					4609 SME's Supported  154% of Annual Target, which demonstrates ongoing high demand for support from businesses, including on energy costs, energy efficiency and other cost of doing business pressures.  The new emergency energy grants scheme launched in November 22 has definitely contributed to the uplift in business enquiries and assists this quarter.  A business case has progressed through the CA Assurance Framework to implement ongoing improvements to the service from April 23 in terms of reach, stability, product range and use of digital tech.	BAME decision-maker 24.2%  Female decision-maker 50.8%  20% most deprived 33.1%  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.
J4	DRIVING ECONOMIC GROWTH & INNOVATION TO ENABLE GOOD JOBS	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.	Phil Witherley, Director of Inclusive Economy, Skills and Culture	25% in 20% most deprived on IMD					1610 SME's supported  On target to meet or exceed the KPI, particularly as the businesses that receive the emergency energy grants in Q4 will contribute to it. Other grant programmes will complete in Q4 which will also contribute to the target e.g. BGP, Connecting Innovation and ReBiz.  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.	25.9% 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	DRIVING ECONOMIC GROWTH & INNOVATION TO ENABLE GOOD JOBS	Deliver Workstreams 2 and 3 of the 'Ladder of Enterprise Support', focused on a universal offer for any person in WY who wants to start a business, 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.	500 pre-start & start-up firms supported.	Phil Witherley, Director of Inclusive Economy, Skills and Culture	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%).					846 pre-start & Start-up firms supported  170% of annual target  The LA-employed Start-Up Managers are now well-established in post and are driving new clients to the support available from the programme.  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. Recent figures show that WY has one of the county's highest take-up rates for Start-Up Loans, which could be part-attributed to the additional level of start-up advisory support on the ground in the region via Enterprise WY.	Female 60.9%  Ethnic Minority 36.0%  Disability 11.9%  Good progress to date on meeting the EDI targets, which are set out clearly in the contacts 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, Airedate Enterprise Services, the Opportunity Centre, Barca Leeds and Paddock Trust.
J6	DRIVING ECONOMIC GROWTH & INNOVATION TO ENABLE GOOD JOBS	Develop a compelling narrative for Innovation in West Yorkshire to secure a future innovation deal opportunity which builds on the strengths and opportunities of the entire region (distinct towns, cities and places and people and the role of innovation within that).	Agreed by Autumn 2022.	Phil Witherley, Director of Inclusive Economy, Skills and Culture	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.  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.					Govt position moved away from Innovation Deals. Focus on lobbying for additional investment whilst at the same time working more collaboratively with innovate UK to secure more business investment in WY.  Action Plan with IUK launched in Feb 2023.  Launchpad application to support cluster development submitted in November 2022 - still awaiting outcome.  In progress of developing an Investment Zone bid with DLH&C, due Summer 2023.	Focus of all narrative is around inclusive innovation and ensuring interventions and investment deliver this.  Explicit focus in IUK Action Plan on EDI.
J7	DRIVING ECONOMIC GROWTH & INNOVATION TO ENABLE GOOD JOBS	Improve the export performance of the region and encourage businesses to internationalise	350 businesses assisted with overseas trade initiatives.	Phil Witherley, Director of Inclusive Economy, Skills and Culture	Targeting 10% of businesses supported by those that are traditionally excluded from export activity, e.g. female owner/ operated and BAME led businesses.					247 businesses assisted by Trade and Investment via initiatives like the Alibaba Group and UK Label 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, i.e. female led and BAME businesses.
J8	DRIVING ECONOMIC GROWTH & INNOVATION TO ENABLE GOOD JOBS	Attract, grow and retain investment in West Yorkshire	2,000 jobs created and safeguarded.	Phil Witherley, Director of Inclusive Economy, Skills and Culture	Targeting all new jobs created to be paid above the national average salary.					1701 jobs created and 110 safeguarded at the end of Q4.  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 recent successes to date.  Limited Partnership Agreement signed in July 2022. The official fund launch event took place on 10 Nov 2022. The investment opportunity pipeline increased to 68 at the end of Q4 (Dec 2022) increasing from 52 opportunities in Q3 (Sep 2022). Foresight Investment Managers met with 23 SME Businesses in Q4 and an additional 3 offer letters were issued. The fund has made one investment to date (Q3) and there are a further 2 opportunities completing the last stage of the due diligence process. Investment decisions is expected in Q1 / early Q2 2023. The current value of the opportunity pipeline is circa £11.65m and currently circa two thirds of the opportunities are from the Leeds Local Authority area, with 15% in Wakefield, 8% in Kirkstall, 9% in Bradford and the remainder in Caldwell.  The Q4 fund report highlighted additional Equity, Diversity and Inclusion data for gender and data on ethnicity was added to the Q4 Report. 60% of businesses in the current pipeline are all male management teams, 8% are all female management teams and the remainder are mixed teams with a small number of businesses where there is no data (5%). For the 2 businesses currently completing Due Diligence, 1 has an all male team and 1 has a mixed management team. Of the 4 businesses that have received an offer letter, following an investor meeting, 1 of these businesses identified as having some minority ethnic representation. Currently there is no minority ethnic representation at business in either Due Diligence or Completion.  The Investment Managers have established working relationships with internal and external stakeholders, including the Growth Managers and Local Authorities. A joint referral was made from Bradford MBC and the WYCA Trade and Investment team for My Labor, which is currently being followed up by Foresight. An initial meeting has taken place and the business is currently completing an action plan, prior to receiving an initial offer letter.	New and safeguarded jobs relate to 24 projects successes.  4 of the 24 project successes have landed outside of Leeds, in Kirkstall, Westfield and Bradford.  20 of the 24 project successes are the result of foreign owned new investments and expansions, with 9 linked to US investors.
J9	DRIVING ECONOMIC GROWTH & INNOVATION TO ENABLE GOOD JOBS	Deliver West Yorkshire Business Accelerator Fund	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.	Phil Witherley, Director of Inclusive Economy, Skills and Culture	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: - 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  The following KPIs will be monitored: - % 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					68 opportunities have been reviewed by the fund manager, of these: First investment has a mixed gender senior management team - Female Managing Director and Male CEO 32% of businesses in the current opportunity pipeline have mixed management teams and 8% identified as having all female senior management teams Data has been provided for EMB businesses in the Q4 report; however data on ethnicity is currently collated at offer letter stage but is not yet collected at initial enquiry. 1 of the 4 businesses reaching offer letter stage identified as having some minority ethnic representation at senior management level; however there is currently no representation in those businesses completing due diligence or who have received investment. Fund Investment Managers are planning further regional events to publicise the SME Investment Fund in local areas across the Region following the launch event in Nov 2022; these events are planned for the end of May 2023.	Average salaries for all new jobs created are above the national average
S1	SUPPORTING COMMUNITY SAFETY & ACCOUNTABLE, PROACTIVE POLICING	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.	Liz Hunter, Director of Policing, Environment and Place	Public consultation is representative of the communities in West Yorkshire (Equally, Diversity and Inclusion data is collected and analysed)  Strategies have core EDI theme, mirroring the Police and Crime Plan including tackling racial					Safety of Women and Girls Strategy was published in Nov and we are now moving into delivery phase. Victim & Witness Strategy has moved into external consultation with partners including LC&B. Safety Places strategy likely to be integrated into the new Pol, Env & Place Directorate workstream to create a more holistic approach. Reducing Vulnerability and Multiple & Complex Needs likely to slip into 2024, however minimal reputational risk.	Commissioning Strategy Co-design includes ensuring our commissioning approach is fair and equal, furthers equality, diversity and inclusion and does not disadvantage communities
S2	SUPPORTING COMMUNITY SAFETY & ACCOUNTABLE, PROACTIVE POLICING	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.)	Liz Hunter, Director of Policing, Environment and Place	Monitor police force representation:  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.					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 Group to facilitate partner co-ordination and oversight.  Performance reporting presented to the Partnership Executive Group (14/10/22) and the Police and Crime Panel (07/10/22, 10/03/23), in public.	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 (officers) from ethnic minorities – 6.8% at December 2022. A 0.6% increase on previous 12 months (December 2021).  Increase proportion of female officers – 38.5% at December 2022. A 1.3% increase on previous 12 months (Dec 2021).

S3	SUPPORTING COMMUNITY SAFETY & ACCOUNTABLE, PROACTIVE POLICING	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.	Liz Hunter, Director of Policing, Environment and Place	To establish a key set of Equality, Diversity and Inclusion performance measures, ensuring our services meet needs of diverse users.					EDI performance monitoring reviewed and aligned to Equality Impact Assessment Toolkit.	A new Equality Impact Assessment Tool for Policing and Crime funded providers has been created and published. The toolkit has been developed to help providers consider the actual or potential effects of activities, services and decisions on people and communities and analyse and make more considered decisions about changes to service delivery, policy, and practice. The toolkit has been showcased at a number of good practice events with the Association of Police and Crime Commissioners (APCC). This will be included in APCC's Dev Designated Toolkit, in the APCC Knowledge Hub and inform the revised Equality Framework.
S4	SUPPORTING COMMUNITY SAFETY & ACCOUNTABLE, PROACTIVE POLICING	Through the Violence Reduction Unit, identify, understand and respond to tackling serious violence	Ensure delivery of Home Office VRU key aims to support a reduction of serious violence with an early intervention, public health approach.	Liz Hunter, Director of Policing, Environment and Place	Monitor VRU Early Intervention programme attendance figures and reach. VRU Decision making include EqIA's VRU engagement is representative of the community. The Community are involved in VRU decision making.					A new Violence Reduction Unit (VRU) response strategy 2023 has now been completed, together with a new delivery plan for the revised indicative budget of £4.3m for the new financial year. The expected delivery for 2023 was achieved with a spend of £3.3m on intervention programmes, some of which will continue into the new financial year. The Home office Q4 returns are being progressed for the deadline of 30th April. In this financial year around 14,000 young people under 25 were reached and approximately 900 over 25's reached. All VRU decisions continue to have an EQIA. The Community advisory group is represented on key decision making boards and membership reviewed and refreshed to continue achieving representation. The Response Strategy will drive our work and the new Delivery plan is completed and awaiting sign off with the Home Office. A revised budget is now in place for the reduced budget in 23/24 to £4.3m. 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 took place in Quarter 3 to ensure all structures are fit for purpose and that West Yorkshire Partners and duty holders are prepared for the Serious Violence Legal requirements. Q1-Q3 spend total is £25,375,035 2023 financial year forecast: £43,142,915 Continue to push partners to provide accurate project forecasts TCF team collating more realistic forecasts, but reliant on accuracy of partner information Inflation review has caused slippage to milestones and also movement of spend profiles in order to undertake the prioritisation exercise Q4 update - Final year end spend (March 2023) was £42,614,445 £129.5M was the original forecast but this was solely based on partner forecasts, things that have changed since this point were the wrapping up and reprofiling of TCF into CRSTS programme over a longer period and also the inflation review as a number of our schemes were put forward for pausing, pipelining or phasing to deal with over programming and inflationary issues across TCF and WYTF. There has also been some performance/progress issues on some partner schemes that we are actively managing to get these back on track. When the original £129.5 forecast was put in, we still didn't know whether DfT would allow us longer than March 23 to spend TCF.	All VRU decision papers are accompanied with an EQIA. Our engagement strategy is in place one of a number of community showcase events continue to take place, last one was 23 January and we are already preparing the next event. Our community engagement also continues through our Community engagement/advisory group.
T1	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Meet the Transforming Cities Fund Annual Expenditure target.	£129.5M expenditure. 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.	Dave Haskins, Director of Transport Policy and Delivery	Projects undertake Equality Impact Assessments 2023 financial year forecast: £43,142,915 Continue to push partners to provide accurate project forecasts TCF team collating more realistic forecasts, but reliant on accuracy of partner information Inflation review has caused slippage to milestones and also movement of spend profiles in order to undertake the prioritisation exercise Q4 update - Final year end spend (March 2023) was £42,614,445 £129.5M was the original forecast but this was solely based on partner forecasts, things that have changed since this point were the wrapping up and reprofiling of TCF into CRSTS programme over a longer period and also the inflation review as a number of our schemes were put forward for pausing, pipelining or phasing to deal with over programming and inflationary issues across TCF and WYTF. There has also been some performance/progress issues on some partner schemes that we are actively managing to get these back on track. When the original £129.5 forecast was put in, we still didn't know whether DfT would allow us longer than March 23 to spend TCF.					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 2 schemes have EQIAs completed. Team working with portfolio Management and Appraisal on EQIA mapping against Assurance Framework – guidance and expectations All schemes working through assurance stages require updated EQIA's in business case - programme team ensuring this takes place	
T10	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Annual expenditure of transport infrastructure projects / programmes.	Transport 2022/23 spend achieved in accordance with agreed target of £90m (WY-TP)	Dave Haskins, Director of Transport Policy and Delivery	N.A. – objective is spend only						N.A. – this objective is spend only
T11	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Continue delivery of transport infrastructure projects / programmes.	15 x Outline Business Cases approved 14 x Full Business Cases approved 5 x projects start on site 1 project complete on site	Dave Haskins, Director of Transport Policy and Delivery	Projects develop inclusive stakeholder plans that include a variety of accessibility groups, community groups, user groups, etc					Rated amber because it is behind the spend trajectory, and there are wider risks due to pressures on resources generally. Currently we are reviewing the West York Q4 update. 4 x Outline Business Case approved (Huddersfield Bus Station, A62 Cooper Bridge, Wakefield A638 Doncaster Road, A641 Bradford-Huddersfield Corridor) 5 x Full Business Cases approved (LCC City Square Plus, CIP Holmfirth, York Railway Station Gateway (WYTF/TCF), Transforming Travel Centres, Bradford Interchange Resurfacing Works) 9 x projects started on site (TC Bradford, BIRW, Shetton & Silsden P&R, SAEP, CIP: A62 Smart Corridor, Dnyesley Arms, Fink Hill, Leeds CC City Centre Plus, LCC Armley Gyrotory) 9 x projects completed on site (Leeds ELOR, Harrogate Road New Line, City Connect: Canals HNC, Canals Leeds Liverpool Shipley, Leeds CC Regent Street, Transforming Travel Centres Bradford, Leeds Bus Station, Hebden Bridge P&R, SAEP, Wellington House) Inflation review December 2022 pipelined projects which had financial, deliverability or sustainable transport concerns. This has led to a reduction in the number of business cases coming forward through the Assurance Framework. The projects have been pipelined for future funding opportunities. This allowed for re-prioritisation of projects due to start on site / on site. Exceeded targets on start on sites and completion on site.	All projects undertake Equality Impact Assessments, which are appraised as part of the relevant part of the Assurance Framework.
T2	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Continue development and delivery of Transforming Cities Fund programme projects.	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	Dave Haskins, Director of Transport Policy and Delivery	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					Programme inflation review has had an impact in year with some schemes being paused, slowed down or delivery phased, as well as value engineering exercises on some schemes that have delayed business case submissions. Ongoing review of forecast/KPI implications, but initial KPI's at the start of 2023 have not been met. A number of schemes on site, but forecast completions for 2023 have slipped into 23/24 (White Rose and Halifax Bus Station) though substantial on site progress made Total OBC's approved to date: 5 OBC approvals planned in Q4: 2 Total FBC's approved to date: 3 FBC's forecast in Q4: 2 Total Start on Sites: 5 SOC submitted to go to Transport Committee May 2023, seeking approval for £8.2m - this will fund tranche 1 of the bus network plan delivery, plus schemes submitted through SuperBus. Subject to approval, these schemes will be procured over the summer and operational from autumn 2023. A Bus Enhanced Partnership was launched in April 2022, with an initial scheme underway. The Mayor's Fares initiative was introduced in September 2022, with single fares capped at a maximum of £2 and a day-travel at £4.50. Mayor's Big Bus Chat took place over the summer, with over 1,800 responses from the public. The feedback is helping us deliver improvements and changes to local bus services and the passenger experience, by identifying priorities for investment. The assessment for bus reform is ongoing and on track for a potential mayoral decision by March 2024, with the CA considering a draft of the assessment to approve to more to audit in May 23.	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 2 schemes have some form of EQIA completed (some require significant review and updating) - Prog Team Tracking and monitoring updates and quality of submissions. All schemes working through assurance stages require updated EQIA's in business case - programme team ensuring this takes place
T3	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Lead work on bus reform to drive up standards of bus travel.	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).	Dave Haskins, Director of Transport Policy and Delivery	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. To include: - 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) - Improved satisfaction with personal security while on the bus – BSIP targets - 85% (2025) and 90% (2030)					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	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Further develop mass transit proposals for West Yorkshire.	Establish regular engagement with DfT on mass transit (ongoing)  Obtain approval for the Programme SOBC and start work on the corridor business cases (D1)  Development of the commercial and delivery strategy, resource mobilisation (D2)	An EDI strategy for Mass Transit will be published by the end of 2022.  A comprehensive network of accessibility engagement 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.  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.					Engagement with DfT progressing with nominated DfT Sponsor confirmed and dedicated Mass Transit team established. Regular monthly meetings with DfT ongoing including engagement in Transit Senior Leadership Board along with HM Treasury representation.  Programme SOBC confirmed by WYCA PAT and further development of discrete SOBC/OCB workstreams progressing. SOC for Phase 1 corridors progressing, and development of region-wide OCB model development progressing including extensive suite of model data collection information.  Design development for Phase 1 corridors is progressing with Orange and Green routes. Interface with local districts is ongoing and is being managed with monthly DAG meetings and intensive workshops so input into the design is captured.  Development of commercial strategies including PMO strategy progressing. IPA Routemap assessment progressing to inform development of strategies, processes and procedures. Enterprise Client model and Target Operating Model phased development commencing.  Integrated Master Schedule is currently under development with a baseline programme being achieved in 23/24 - currently has WYCA milestones dates. Business Case works, Design Development works, EDI strategy and Stakeholder Engagement Strategy. Programmes from all will be added to the IMS as they go through the Mass Transit project.  Organisational design confirmed and resource recruitment progressing. Interim resources in place to manage during resourcing development and recruitment. An Environmental and Land Support Partner have been awarded to support the delivery of a responsible Mass Transit system.  EDI strategy not achieved in line with measure in column G, however, plan produced and ongoing with Lot 2 partner to achieve goals. A Communications Strategy is also progressing to capture the engagement/consultation activities into 23/24.  One of the largest programmes of data collection is underway during Q4 (into 2023/24) to support the development of the West Yorkshire regional transport model. The data being collected is required to provide a contemporary dataset for the post-Covid model calibration. The data collection activities are spread widely across all the districts of West Yorkshire, and cover highway and public transport modes as well as household surveys to understand travel demand and preferences.	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 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.  Network of accessibility engagement groups being established over next 12months  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.  Planned route options engagement for MT being fully accessible for all and opportunities for all communities to have their say. 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 detailed stakeholder mapping exercise based on demographic mapping along each of the proposed Mass Transit corridors. The Accessibility Consultant will also input into our Equality, diversity and inclusion as 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.
T5	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Build a transport pipeline, promoting active & decarbonised travel.	Review the Connectivity Infrastructure Plan scheme lists(D2)  Develop delivery plans from existing and new strategies for development, understand the gaps and develop a prioritisation process (D3)	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.  Dave Haskins, Director of Transport Policy and Delivery					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.  Delay to LTP guidance being issued by government, meaning Mch 2024 deadline for new adopted LTP no longer applies. Discussion required with government regarding expectations around programme. Round 1 consultation will take place early 2024, and then an implementation plan for the Local Transport Plan will be consulted on end of 2024.  One to one Leader discussions on the Local Transport Plan and monthly meetings with Cllr Hinchcliffe and Cllr Catfill on the Local Transport Plan and pipeline development.	
T6	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Bus Service Improvement Plan - year 1 delivery -Fares, ticketing and information -Network accessibility and safety	Progress toward the BSIP targets by 2025: - Bus patronage of 2019 levels plus 15% -95% Punctuality -99.5% reliability - 10% decrease in bus journey times -65% of housing on core network -60% employment on core network	Inclusive bus network - assessment of service provision by Indices of Multiple Deprivation demographic analysis.  Dave Pearson, Director of Transport Operations and Passenger Experience				Bus Service Improvement Plan (BSIP) now provisionally awarded subject to formal adoption of Enhanced Partnership. BSIP funding of £69m awarded (£31m network enhancements, £37m Fares support) - singles capped at £2 a daysavers at £4.50. Implemented September 2022. 7.2 customer journeys made in first three months customers have saved £3.6m (average of 20% per ticket) Covid recovery in line with rest of UK but remains well under pre-Covid levels (~85%) putting this target at risk.  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. KPI Targets will need to be reviewed please See Tran 7. bus journey reliability and punctuality, and improved bus speed has a District partner component in terms of road space allocation, parking restraint and costs, and enforcement. Ongoing threat of commercial bus service withdrawals and tendered bus service withdrawals due to cost inflation and continued driver shortages. This has partly been mitigated by Government (DfT) extending BRG funding until March 2023.  Internal Leadership Board and Head of Transport Committee kept informed.  Due to increased financial challenges, reduced levels of customer demand (80 per cent pre pandemic levels), and market volatility it unlikely that the KPI's in their current form can be achieved.  Based on the Transport Levy being maintained at current levels in 23/24, there will need to be more radical changes to tendered bus service provision across the network. Patronage targets in Tran 6 need to be rebased. Service criteria must be reviewed and revised in 2024/24, this will require formal consultation.  Current state analysis of travel centres to assess time / motion / productivity and offer. Four, three-hour workshops to determine activity-based costings to TCs complete. Utilisation rate calculated at c.80% with c.20 activities of value to customer. Similar exercise being commissioned for Metrolink which had new telephone system implemented in Q4 to deliver enhanced offer to customers. Passenger Charter launched in March 2023, website, A3 A4 posters at bus stations and TCs and QR code on all RSDs being rolled out to pre-covid levels across the region.  Data collection of 16 travel centre activities underway to assess value to customer and current costs.  New software being tested in Metrolink from January 2023 and data collection will be developed to ensure utilisation matches defined service outcomes.  Customer Charter finalised and to be implemented by end of Q4 to underpin and drive standards and expectations.  Enhanced Partnership (EP) Scheme for delivering the Bus Service Improvement Plan now adopted  First stage of BSIP expenditure approved by Transport Committee	Accessibility and connectivity is considered as part of future local bus network design.  EQIA process is implemented for significant changes to service levels.	
T7	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Ensure efficient delivery of Combined Authority transport services.	Reduce cost per trip per passenger on tendered bus services through increased patronage*  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, school transport and MCard sales	Develop a database of characteristics of service users by introducing additional questions on application.  Dave Pearson, Director of Transport Operations and Passenger Experience					Develop a database of characteristics of service users by introducing additional questions on application.  Dave Pearson, Director of Transport Operations and Passenger Experience	Accessibility and connectivity is considered as part of future local bus network design.
T8	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Consistent delivery of customer service to transport users.	Service delivery stats  Metrolink call handling  Time taken to deliver passes  Digital service availability	Develop a database of characteristics of service users by introducing additional questions on application.  Dave Pearson, Director of Transport Operations and Passenger Experience					Based on the Transport Levy being maintained at current levels in 23/24, there will need to be more radical changes to tendered bus service provision across the network. Patronage targets in Tran 6 need to be rebased. Service criteria must be reviewed and revised in 2024/24, this will require formal consultation.  Current state analysis of travel centres to assess time / motion / productivity and offer. Four, three-hour workshops to determine activity-based costings to TCs complete. Utilisation rate calculated at c.80% with c.20 activities of value to customer. Similar exercise being commissioned for Metrolink which had new telephone system implemented in Q4 to deliver enhanced offer to customers. Passenger Charter launched in March 2023, website, A3 A4 posters at bus stations and TCs and QR code on all RSDs being rolled out to pre-covid levels across the region.  Data collection of 16 travel centre activities underway to assess value to customer and current costs.  New software being tested in Metrolink from January 2023 and data collection will be developed to ensure utilisation matches defined service outcomes.  Customer Charter finalised and to be implemented by end of Q4 to underpin and drive standards and expectations.  Enhanced Partnership (EP) Scheme for delivering the Bus Service Improvement Plan now adopted  First stage of BSIP expenditure approved by Transport Committee	The development of a database of characteristics of service users in currently being explored and progress will be reported on in subsequent quarters.
T9	CREATING AN ACCESSIBLE, CLEAN & CUSTOMER FOCUSED TRANSPORT SYSTEM	Delivery of Bus Enhanced Partnership.	The Enhanced Partnership Plan sets out a programme for establishing the Enhanced Partnership	Assessment of service provision by Indices of Multiple Deprivation demographic analysis.  Dave Pearson, Director of Transport Operations and Passenger Experience					Assessment of service provision by Indices of Multiple Deprivation demographic analysis.  Dave Pearson, Director of Transport Operations and Passenger Experience	
W1	ENABLING A DIVERSE, SKILLED WORKFORCE AND ACCESSIBLE LEARNING FOR ALL	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.	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.					Pipeline development in progress with regular review and oversight from E&S Committee who have prioritised the pipeline.  A digital diversity programme is currently in development, a digital inclusion programme has been fully designed and developed with a DWP co-fund option for LAs, and is going through the assurance process.  Digital Skills Framework fully endorsed and adopted with interventions prioritised by ESC and are at various stages of development with digital inclusion and digital diversity programmes likely to be live in Autumn 23, Spring 24 respectively (pending assistance and CA approval)  A new Employment Support and All Age Careers strategies are being developed to support the CA's position on future devolution. A Strategic Outline Case is currently in assurance and includes a range of E&S programmes with a range of interventions to address current workforce development and future workforce needs on a range of interventions.	Employment Hubs, 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) E&S interventions will be developed to address progress from KPIs identified in State of the Region Emerging employment support and all age careers strategies will undertake an EQIA assessment
W2	ENABLING A DIVERSE, SKILLED WORKFORCE AND ACCESSIBLE LEARNING FOR ALL	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.	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					The emerging recommendations from the Green Jobs Taskforce were taken to Employment and Skills Committee in March, further task and finish groups will be convened to support the finalisation of the final report and its recommendations. The report will be presented to relevant thematic committees for adoption and oversight for a delivery plan to address recommendations. The finding from the commissioned research are being used to support the design of E&S interventions on the pipeline.	Equality Impact Assessment (EQIA) has been completed  Activity to consult with young people has been undertaken to inform the work of the Taskforce, and its emerging recommendations in the report

W3	ENABLING A DIVERSE, SKILLED WORKFORCE AND ACCESSIBLE LEARNING FOR ALL	Number of businesses supported to engage with employment and skills programmes	266 (including 90 business volunteers in schools).	Phil Witherley, Director of Inclusive Economy, Skills and Culture	20% of businesses in most deprived on IMD					336 businesses supported against the 22/23 target of 266 which is 126% overall achievement.	25% of the businesses are from businesses in most deprived Indices of Multiple Deprivation to date against a target of 20%
W4	ENABLING A DIVERSE, SKILLED WORKFORCE AND ACCESSIBLE LEARNING FOR ALL	Number of adults supported to upskill, re-train or access employment/self-employment	62300	Phil Witherley, Director of Inclusive Economy, Skills and Culture	<p>For AEB:</p> <ul style="list-style-type: none"> <li>- 43% Learners from ethnic minority groups (WY demographic 20%)</li> <li>- 23% Learners with learning difficulties and disabilities (match WY Demographic)</li> <li>- 67% Female learners</li> </ul> <p>For non-AEB:</p> <ul style="list-style-type: none"> <li>- Ethnic minority – 20%</li> <li>- People with disabilities – 23%</li> <li>- Women – 50%</li> </ul>					57,515 adults supported against the 22/23 target of 62,300 which is 92% overall achievement.	<p>For AEB:</p> <ul style="list-style-type: none"> <li>- Ethnic Minority Groups - 50% against cumulative profile of 43%</li> <li>- Learners with disabilities - 17% against cumulative profile of 23%</li> <li>- Female Learners - 68% against cumulative profile of 67%</li> </ul> <p>For non-AEB</p> <ul style="list-style-type: none"> <li>- Ethnic Minority Groups - 51% against cumulative profile of 20%</li> <li>- Learners with disabilities - 17% against cumulative profile of 23%</li> <li>- Female Learners - 51% against a cumulative profile of 50%</li> </ul>