

# **Report of the Strategic Director – Place to the meeting of Governance and Audit Committee to be held on 28<sup>th</sup> February 2017.**

---

**AC**

**Subject:**

**West Yorkshire Combined Authority WYCA and Leeds City Region Enterprise Partnership LEP : Update Report**

**Summary statement:**

**This is an update report on West Yorkshire Combined Authority and Leeds City Region Enterprise Partnership LEP with a focus on governance, accountability, reporting and involvement of Bradford Council, its elected members and staff.**

---

Steve Hartley  
Strategic Director Place

**Portfolio:**

**Leader**

Report Contact: Jamie Saunders  
Strategy & Engagement Officer  
Phone: (01274) 434123  
E-mail: [Jamie.saunders@bradford.gov.uk](mailto:Jamie.saunders@bradford.gov.uk)

**Overview & Scrutiny Area: Corporate O&S & Regeneration and Economy O&S, with others as appropriate.**



## 1. SUMMARY

- 1.1 This is an update report on West Yorkshire Combined Authority and Leeds City Region Enterprise Partnership LEP with a focus on governance, accountability, reporting and involvement of Bradford Council, its elected members and staff. The report provides headlines on key developments, practices and issues arising

## 2. BACKGROUND

- 2.1 West Yorkshire Combined Authority (WYCA) brings together Bradford, Calderdale, Kirklees, Leeds, Wakefield and York councils and the Leeds City Region Enterprise Partnership (LEP) as a united force for economic growth and prosperity. WYCA works with private and public sector partners to raise the quality of life in our region through businesses growth, job creation, a trained and skilled workforce and the building of new and affordable homes, underpinned by a modern, integrated transport network. The West Yorkshire Combined Authority is responsible for the £1 billion West Yorkshire Plus Transport Fund, and works closely with business in the region through the Leeds City Region Enterprise Partnership to ensure that business and the regional economy is at the heart of the decisions taken.
- 2.2 A previous report on WYCA/LEP was brought to Governance & Audit Committee on 15<sup>th</sup> April 2016. This report provides an update, highlighting key developments and current plans for 2017-18 onwards for the Committee's consideration.

### DECISIONS:

1. *West Yorkshire Combined Authority (WYCA) and Leeds City Region Enterprise Partnership (LEP): Update Report - Resolved-*

Committee Decisions 15th April 2016	
<i>(2) That the continued improvements and development programme for WYCA/LEP during 2016-17 especially where they enhance accountability, good governance and the active involvement of each of the Constituent Councils, their political leadership and front-line members be supported.</i>	<i>WYCA Progress on organisational development and transformation continue. This includes enhanced political governance, improvements in partnership including partnership statement of intent and related action plans.</i>
<i>(3) That the on-going communications, involvement and influence of Bradford's elected members, officer, partners and public in WYCA and LEP be encouraged.</i>	<i>WYCA have resourced communications and are actively working with each LA on outreach and involvement e.g. on the development of the Strategic Economic Plan, WY Transport Strategy and investment planning.</i>
<i>(4) That the future focus of the WYCA should include the involvement and engagement of all Councillors in light of the importance of democracy, transparency and governance especially given devolution and planned developments to WYCA 2016/17.</i>	<i>Work progressing to support WYCA as a local authority body and as collaboration between and across local government of West Yorkshire.</i>



<p><i>(5) That more focused arrangements are established to communicate the work of the WYCA to the elected members of each constituent local authority) Bradford, Calderdale, Kirklees Leeds and Wakefield) e.g. by the use of the WYCA website and the Council's own website.</i></p>	<p><i>Additional material published on WYCA website. WYCA minutes brought to CBMDC Executive.</i></p> <p><i>CBMDC website content to be improved for 2017-18.</i></p>
<p><i>(6) That Members be provided with training on the work of the WYCA/LEP.</i></p>	<p><i>Cross party Member training took place in Autumn 2016, run jointly with CBMDC and WYCA officers.</i></p> <p><i>Dedicated training and induction took place for CBMDC Cllrs directly involved in WYCA arenas – Summer 2016.</i></p>

2.3 Appendix 1 provides details on the current WYCA/LEP structure and involvement of CBMDC members. Nominations and appointments onto WYCA were approved at Full Council 17<sup>th</sup> May 2016. Due to the Cities and Local Government Devolution Act 2016, the WYCA cannot lawfully co-opt members from this or any district council to its Governance and Audit Committee for the Municipal Year 2016/17, unless or until this is provided for by Order of the Secretary of State.

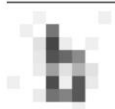
The WYCA previously appointed 3 CA Members to its Governance and Audit Committee at its annual meeting, and the current quorum requires all 3 members to attend, although each CA Member has a substitute who may attend in their place, providing some flexibility. To reduce the risk of an inquorate meeting, the WYCA at its meeting on 1 December allowed for the appointment of an additional CA Member.

Current GAC members are: Roger Marsh, Cllr Andrew Carter, Cllr Tim Swift and Cllr David Sheard.

At the December 2016 meeting WYCA GAC considered a report informing members of a review of the current membership of the Governance and Audit Committee by WYCA and proposed arrangements for the appointment of an independent Chair for the Committee. It was anticipated that, because of a forthcoming legislative Order, the WYCA would be required to appoint an independent Chair for the Governance and Audit Committee. The WYCA agreed that in such an event an interview panel be convened of 3 WYCA members to make recommendations in relation to the appointment and it was proposed that members of the Governance and Audit Committee be involved in the recruitment. It was reported that the WYCA's Independent Remuneration Panel would be asked to advise on appropriate remuneration.

2.4 WYCA also took over the secretariat and accountable body function for the LEP from Leeds City Council

2.5 All external audit issues are now the responsibility of the Combined Authority's auditors, Mazars.



- 2.6 Appendix 2 provides a summary of WYCA Governance arrangements, with Appendix 3 providing an overview of key reporting and publications of WYCA
- 2.7 Appendix 4 provides an overview of WYCA's Governance & Audit areas of work, including details from WYCA GAC Committee and Overview and Scrutiny Committee reports on its key governance and accountability arrangements.
- 2.8 The next WYCA Governance and Audit Committee is scheduled for 6<sup>th</sup> April 2017.
- 2.9 The Bradford District Consultation Sub-committee provides a standing arena for member and public involvement on transport services, investment and related issues; this WYCA sub-committee provides a direct and regular arena for democratic and public engagement.

### **3. OTHER CONSIDERATIONS**

- 3.1 Reports have been taken to Corporate Overview and Scrutiny (O&S) Committee (strategy and value focus), Regeneration and Economy O&S Committee (regeneration, economic and business focus) and Environment & Waste O&S Committee (the latter on the transport schemes, investments and operations of WYCA/LEP). There have been a number of full Council questions relating to WYCA/LEP in general and for specific areas of activity (e.g. most recently Full Council 22/3/16 Q33). A wide-ranging and joint Council O&S review of WYCA & the LEP is being planned for early summer 2017.
- 3.2 Leeds City Council, Kirklees Council, Calderdale Council and Wakefield Council are the other constituent members of the Combined Authority. In addition, York City Council has been involved especially on transport and connectivity matters. Harrogate Council, Selby Council and Craven Council are considering their positions with regards to Leeds City Region as part of the journey to 2020 and beyond.
- 3.3 Changes to the Combined Authority and LEP are under discussion as a result of negotiations between political leadership in the sub- and city-region and Government Ministers. These are at an advanced stage, seeking to secure substantial powers and resources for sub-national regeneration, economic development and public sector reform. The latest position on Devolution was addressed by WYCA on the 2<sup>nd</sup> February 2017
- 3.4 Bradford Council's involvement in WYCA/LEP also supports involvement in and influence over other sub-national and pan-northern arrangements like Rail North, Transport for the North and the informal arrangements for shaping Northern Powerhouse developments and investment.
- 3.5 Key governance issues for 2016-17 are flagged via the Corporate Risk register, for reporting to Governance & Audit Committee and managed on a day-to-day basis through Senior Management.

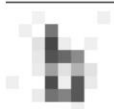


### 3.6 Some initial issues for Committee attention include:

- > effective governance and management of investment, delivery, spend and impact
- > effective involvement of elected members – including front-line members in Transport Services and Economic Services as well as suitable oversight of the evolving Combined Authority
- > Financial and internal controls overseen by WYCA GAC work programme
- > Leeds City Region Assurance Framework has gone through its annual review, in line with the recently issued “LEP National Assurance Framework. The Framework was presented to WYCA on 2<sup>nd</sup> February 2017.

## 4. FINANCIAL & RESOURCE APPRAISAL

- 4.1 As reported recently to Regeneration and Economy O&S Committee work is progressing on performance and financial profiling for WYCA/LEP.
- 4.2 WYCA / LEP Budgets for 2015-16 and 2016-17 are controlled through WYCA, with a dedicated finance working group and staff support.
- 4.3 Corporate O&S Committee receives reports on the financial, resource, risk and policy aspects of the WYCA & LEP.
- 4.4 WYCA’s treasury management is undertaken jointly by WYCA and Leeds City Council officers, under the terms of a Service Level Agreement (SLA). The SLA has recently been fully updated and signed off by both organisations.
- 4.5 The December WYCA GAC meeting undertook Financial Monitoring of WYCA Revenue Budgets noting the revised forecast for 2016/17 and the proposed draft budget for 2017/18. It was noted that the WYCA had considered a report on the budget position. This had set out the likely closing position for 2016/17 and also the challenges in setting a balanced budget for 2017/18 in view of the difficult local government funding position and the increasing demands on the WYCA. The WYCA budget report outlined the uncertainties regarding the timing of the business rates income from the Enterprise Zone, the challenges in respect of the English National Concessionary Travel Scheme, bus tendered services and the desire from the constituent Councils to see a reduction in the transport levy as well as effective use of shared resources in supporting prosperity and regeneration. The full capital and revenue budgets were considered by the WYCA on 2 February 2017.
- 4.6 In view of the growing levels of investment and funding under local control or influence, it is essential that there are robust, transparent and accountable processes in place to ensure value for money for the public purse. As part of the Growth Deal with Government, a local Assurance Framework was developed in 2015 that covers all funding flowing through the LEP. WYCA, as the accountable body for the LEP, is also covered by this framework. The Local Assurance Framework was approved by the LEP Board and by WYCA as the accountable body in March 2015. It is the key mechanism to ensure that there are robust processes in place to support the developing confidence in delegating central budgets and programmes to the LEP and WYCA. It covers all



significant discretionary projects and programmes funded from Government or local sources that flow through the LEP and WYCA, and has been prepared in accordance with HM Government National Assurance Framework guidance (2014) (see below), and builds on a body of existing good practice. The Assurance Framework must be published on each Local Enterprise Partnership's website, and reviewed annually. A revision to the 2014 "Local Enterprise Partnership National Assurance Framework" Guidance was published by DCLG in October 2016. This brought in a set of new requirements. Further details in Appendix 3.

## **5. RISK MANAGEMENT AND GOVERNANCE ISSUES**

5.1 The Annual Governance Statement summary for CBMDC as at 24 January 2017 is set out in Appendix 5.

5.3 WYCA/LEP has its own internal controls and governance framework. The most recent WYCA GAC covered the following elements:

[WYCA External Audit Update](#)

[WYCA Internal Audit Progress Update](#)

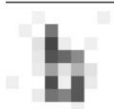
[WYCA Internal Audit Plan 2016-17](#)

[WYCA Internal Controls and Financial Monitoring](#)

[WYCA 2016-17 Budget & Treasury Management Policy](#)

5.3 The key element of risk at WYCA relates to the delivery of the Local Growth Deal and the need to ensure expenditure is achieved and that all expenditure is properly managed. A number of measures are in place to support this including the Assurance Framework and the Single Appraisal Framework. These are managed to ensure they remain relevant as the delivery of the Growth Deal develops, and to bring together the Transport Assurance Framework and the LEP Assurance Framework into one document and management process.

5.4 In support of this, work has been undertaken to develop a Finance handbook which sets out details for how schemes within the Growth Deal should be costed, how approvals are sought, how funding will be advanced and the responsibilities and accountabilities of different parties working on these schemes. Production of the handbook has been a collaborative piece of work. Following the receipt of Growth Deal funding for both transport and non-transport schemes the remit of the handbook has been broadened to include all Growth Deal projects. There is some further refinement of the handbook required to fully address the particular issues relating to the non-transport schemes but the principles within the handbook remain valid.





5.5 Bradford Council has some of these key risks and governance issues reflected in its Annual Governance Statement and Council Risk Register, as well as managing them on a day-to-day basis through political leadership, engagement and management involvement in key functions, ambitions and shared business processes.

5.6 The Annual Governance Statement 2015-16 identified the following as key 2016/17 Governance Challenges:

- Establishing sound governance structures pertaining to the West Yorkshire Combined Authority ensuring democratic accountability at the local level.
- Impact on governance structures arising from developing policies for the delivery of regional devolution

5.7 The December 2016 WYCA GAC considered a report and confirmed arrangements covering:

- The annual audit letter for 2015/16
- Future appointment of external auditors
- Consultation on the work programme and fees for 2017/18
- Mazars planning for the 2016/17 audit.

5.8 The Committee considered a report on work undertaken by the Internal Audit Section from 1 September 2016 to 30 November 2016. Details of progress made to date in completing the Audit Plan for 2016/17 were provided.

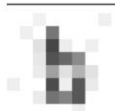
Review	Opinion
Payroll & HR Records	Controlled
Apprenticeship Grants for Employers	Requires Improvement
Tendered Subsidised Bus Services	Controlled
Skills Capital Funding	Requires Improvement
Green Deal Communities Fund	Certification of expenditure
L-CREATE	Certification of expenditure

In addition to completion of the above, audit reviews had also been undertaken in relation to West Yorkshire & York Broadband Programme, Growing Places fund and Treasury Management. A summary of the results from those reviews will be provided at the April meeting. The Internal Audit Plan 2017/18 is being prepared.

5.9 WYCA has approved the use of Public Sector Audit Appointments (PSSA) as the appointing body for future auditors and a formal acceptance to the proposal, which would run for up to 5 years, is in place.

## **6. LEGAL APPRAISAL**

6.1 WYCA is a Statutory Combined Authority and it is governed and operated on that basis. LEPs are more informal strategic business partnerships with a primary focus on enterprise, business growth and economic development.



6.2 A range of related functions and arrangements are being progressed by the Government. The Cities and Local Government Devolution Act 2016 is one such recent change paving the way, as an enabling framework, for local growth, public sector reform and administrative changes to powers and resources. The Leeds City Region devolution proposal and negotiation fits within these changes.

*This report does not cover the proposed devolution process for Leeds City Region or sub-national developments directly at this time. Should the devolution proposals proceed to agreement with Government then further information will be brought to the Committee as soon as it is available.*

## **7. OTHER IMPLICATIONS**

### **7.1 EQUALITY & DIVERSITY**

In working with and through WYCA/LEP as a Local Authority body it has its own arrangements for meeting equality & diversity legislation, policy and practices

### **7.2 SUSTAINABILITY IMPLICATIONS**

WYCA/LEP enables Bradford Council, businesses and other partners to support, develop and invest in strategic and operational matters that secure immediate regeneration priorities and services. Organising the functions and resources both within and beyond the district can support prosperity, well-being and resilience for present and future generations

### **7.3 GREENHOUSE GAS (GHG) EMISSIONS/ IMPACTS**

N/A – not directly covered by this report though WYCA/LEP ensure appropriate environmental management and GHG emission management as well support wider Green Economy ambitions, priorities, investment and practical solutions.

### **7.4 COMMUNITY SAFETY IMPLICATIONS**

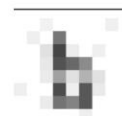
N/A – none arising directly from this report.

### **7.5 HUMAN RIGHTS ACT**

N/A – none arising directly from this report.

### **7.6 TRADE UNION**

There are no direct Trade Union or staffing implications arising from this report. Further changes to WYCA/LEP and its relationships, functions, collaboration and investment through the changing sub-national arrangements are likely but not yet confirmed at this stage.





## **7.7 WARD IMPLICATIONS**

WYCA/LEP both engage on strategy development, investment planning, scheme preparation, and delivery with the Council and includes specific locations and sites. This includes transport and passenger transport services and operations.

## **8. NOT FOR PUBLICATION DOCUMENTS**

8.1 None

## **9. OPTIONS**

9.1 Bradford Council remains a constituent Council and founding member of the West Yorkshire Combined Authority as well as a joint partner in the business partnership for Leeds City Region.

9.2 The arrangements for collaboration, investment, delivery and operations through WYCA/LEP and the related use of resources is fundamental to the prosperity, well-being and resilience of Bradford District and provides direct benefits to citizens, partners, places and businesses. It remains critical that there is a proactive and structured approach to engagement, day-to-day working and good governance.

9.3 Specific areas of improvement may be identified through the Committee discussion and resolutions could be communicated to WYCA/LEP or as they relate to the Council (CBMDC) progressed as appropriate to the Executive.

## **10. RECOMMENDATIONS**

*10.1 This report is noted*

*10.2 This Committee requests an update report as part of its 2017-18 work programme*

## **11. APPENDICES**

- **Appendix 1 – Current Structure and CBMDC Member / Officer involvement 2016-17**
- **Appendix 2 – Summary of WYCA Governance arrangements.**
- **Appendix 3 - Overview of key reporting and publications of WYCA/LEP**
- **Appendix 4 - Overview of WYCA/LEP Governance and Audit & O&S arrangements**
- **Appendix 5 - CBMDC Annual Governance Statement – 24th Jan 2017 report – Extract**





**City of Bradford  
Metropolitan District Council**



## 12. BACKGROUND DOCUMENTS

- WYCA [Successes Briefing Sheet](#) – January 2016
- LEP Little Book of Big Impact – March 2016
- WYCA Business Plan 2015-16, 2016-17
- WYCA Corporate Plan & Budget 2016-17 – provisional as presented to WYCA 2<sup>nd</sup> February 2017
- LCR Assurance Framework 2015, 2016
- WYCA Papers 2015-16, 2016-17
- WYCA Bradford Consultation Sub-Committee Papers 2015-16, 2016-17
- WYCA Governance and Audit Committee Papers 2015-16, 2016-17
- WYCA Governance & Audit Committee [Terms of Reference](#) (link 17/3/16)
- WYCA/LEP Growth Deal Assurance Framework 2015-16
- WYCA Overview & Scrutiny Committee Papers 2015-16, 2016-17
- WYCA O&S [Terms of Reference](#) (link 17/3/16)
- WY&Y Investment Committee Papers 2015-16, 2016-17
- WY Transport Committee Papers 2015-16, 2016-17
- LEP Papers 2015-16, 2016-17
- WYCA Development Programme for 2016-17
- WYCA News and press release 2015-16, 2016-17
- LCR Devolution Deal March 2015
- LCR Devolution Proposal September 2015
- *Leeds City Region Devolution Proposal March 2016 (HM Treasury embargoed publication)*
- *WYCA Devolution Report 2<sup>nd</sup> February 2017*
- *WYCA Leaders Devolution Statement 26<sup>th</sup> January 2017*



- Cities and Local Government Devolution Act 2016 and guidance
- LGA Get in on the Act, Cities and Local Government Act 2016
- Regeneration and Economy O&S Report, [Bradford in the Leeds City Region](#), 9<sup>th</sup> March 2016
- Regeneration and Economy O&S Report, [Leeds City Region Strategic Economic Plan: Progress and Ambitions](#), 9<sup>th</sup> March 2016
- Corporate O&S Committee, [West Yorkshire Combined Authority Introduction & Update](#), 13<sup>th</sup> February 2014
- Governance & Audit Committee, [Annual Governance Statement 2015/16](#), 24<sup>th</sup> January 2017
- Governance & Audit Committee, [West Yorkshire Combined Authority: Governance Update](#), 4<sup>th</sup> April 2014
- Governance & Audit Committee, [Minutes](#), 4<sup>th</sup> April 2014
- Governance & Audit Committee, [Annual Governance Statement 2014-15](#), 26<sup>th</sup> June 2015
- Council, [WYCA Appointments and Nominations](#), 20<sup>th</sup> February 2014
- Council, WYCA Appointments and Nominations, 2015, 2016

Full Council Minutes, 17 May 2016



## **Appendix 1 – Current Structure and CBMDC Member / Officer involvement 2016-17**

Over-and-above the Leader being a member of the WYCA and involved directly in WY&Y Investment Committee (on behalf of WYCA), she is also a member of the LEP. The Council has a number of members directly involved in other key bodies through nomination including the Transport Committee, WYCA O&S Committee as well as the Bradford District Consultation Sub-committee.

Due to changes in legislation, the WYCA cannot co-opt any Member from this or any district council onto the WYCA's Governance and Audit Committee for the Municipal Year 2016/17.

The details of Bradford District Councillor involvement in WYCA for 2016-17 is summarised below:

Appointments made to the West Yorkshire Combined Authority:

West Yorkshire Combined Authority Member : Councillor Hinchcliffe

West Yorkshire Combined Authority Substitute Member; Councillor V Slater

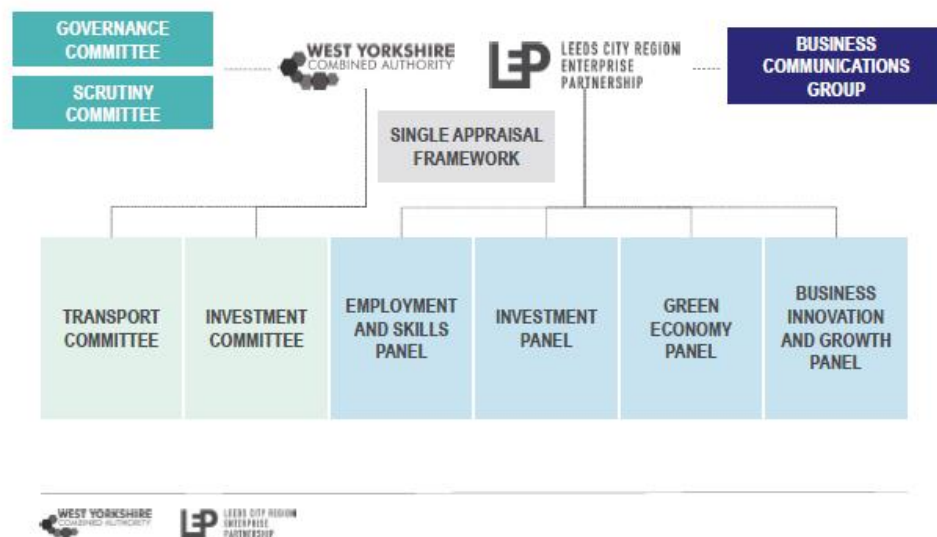
Cllr Hinchcliffe	Cllr Alex Ross-Shaw	LEP Board	WYCA O&S Committee	WYCA Governance and Audit Committee	WYCA Bradford District Consultation Sub-committee *
<p>LEP Board</p> <p>WYCA</p> <p>WY&amp;Y Investment Committee</p> <p>WYCA LCR Partnership Committee</p> <p>LEP LCR Employment and Skills Panel</p> <p>LEP LCR Land &amp; Assets Board</p> <p>LCR Inclusive Growth group</p>	<p>WY&amp;Y Investment Committee</p> <p>WYCA Transport Committee</p> <p>With Cllr Abid Hussain, ; Cllr Hassan Khan, ; Cllr Rebecca Poulsen, Cllr Taj Salam,</p>	<p><i>Chair: Roger Marsh</i>  <i>Dave Harris, Regional Director, RBS Corporate Banking in Yorkshire;</i>  <i>Ian Cherry, Chief Financial Officer, Nexus Vehicle Management;</i>  <i>Joanna Robinson, Managing Director, Mansfield Pollard &amp; Co Ltd; Andrew Wright, Reliance Precision Limited ; Stephanie Burras - Chief Executive, Ahead Partnership; Paul Hamer - Chief Executive Officer, WYG; Professor Bob Cryan - Vice-Chancellor, University of Huddersfield;• Rashik Parmar - President, IBM Academy of Technology</i></p> <p><i>With LCR Leaders</i></p> <p><i>Roger Marsh, LEP Chairman sits on Producer City Board</i></p>	<p>Cllr F Shaheen (Lab)</p> <p>Cllr Nussrat Mohammed (Labour)</p> <p>Cllr M Ellis (Cons)</p>	<p>N/A</p>	<p>WYCA Transport Committee members:  Cllr A Hussain (Lab)</p> <p>Cllr M Johnson (Lab)</p> <p>Cllr R Poulsen (Cons)</p> <p>Chair of the Consultation Committee: Cllr T Salam (Lab)</p> <p>Bradford Cllrs:  Cllr M Ellis (Cons)</p> <p>Cllr R Jamil (Lab)</p> <p>Cllr H Khan (Lab)</p> <p>Cllr M Swallow (Lab)</p>



**WY+Y Combined Authority:** **Leeds** CC: Cllr Judith Blake/Tom Riordan; **CBMDC:** Cllr Susan Hinchcliffe/Kersten England; **Wakefield:** Cllr Peter Box/Joanne Roney; **Calderdale:** Cllr Tim Swift/Merran McRae; **Kirklees:** David Sheard/Adrian Lythgo **York:** Cllr David Carr/Mary Weastell  
**Plus for LCR:** **Harrogate:** Cllr Richard Cooper/Wallace Sampson; **Selby:** Cllr Mark Crane/Janet Waggott, **Craven:** Cllr Richard Foster/Paul Shevlin, **Barnsley:** Cllr Steve Houghton/Diana Terris, & **NYCC:** Cllr Carl Les/Richard Flinton

[\*]Public Representatives for 2015-16 : Jane Gibbon, Fred Gilbert, Andrew Jewsbury, Peter Ketley, Gordon Lakin, Gareth Logan, Graham Peacock, John Prestage, Keith Renshaw, Barry Rigg, Rosie Watson, Andrew Wowk.

## WYCA/LEP DEMOCRATIC STRUCTURE 2016-17

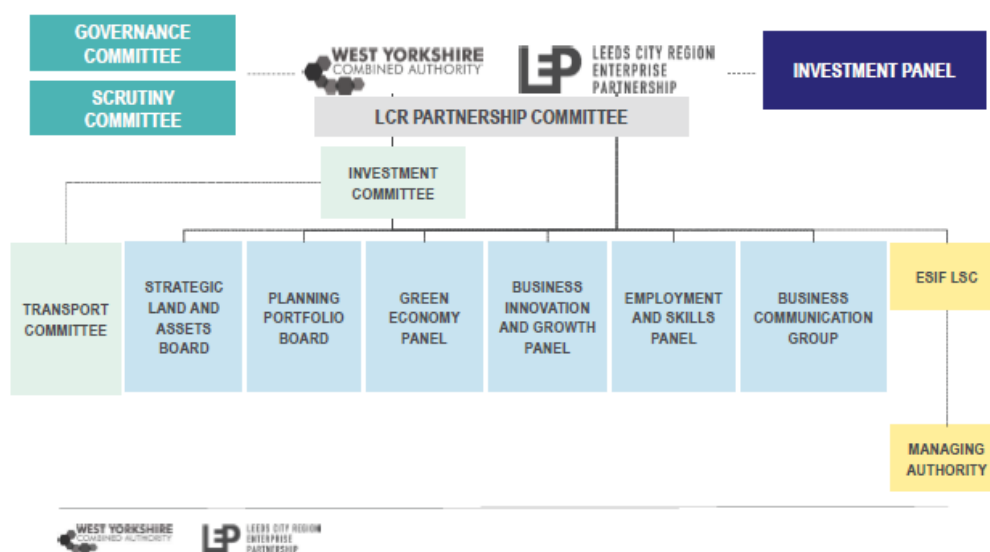


Source: WYCA 2016  
 WYCA Committees and main LEP Panels

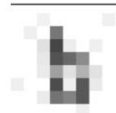




## WYCA/LEP DEMOCRATIC STRUCTURE 2016-17



Source: WYCA 2016  
Leeds City Region Enterprise Partnership main panels and advisory groups



## **Appendix 2 – WYCA governance developments**

LCR Assurance framework also in place through the LEP/WYCA.

The Assurance Framework must be published on each Local Enterprise Partnership's website, and reviewed annually. A revision to the 2014 "Local Enterprise Partnership National Assurance Framework" Guidance was published by DCLG in October 2016. This brought in a set of new requirements. A summary of the substantive changes, which are being incorporated, is provided below:

- A strengthening of guidance to ensure that it is unambiguous about who has the authority for decision making;
- To include rules for the conduct of LEP Board members to ensure greater transparency around LEP reporting and engagement with local stakeholders and the wider public;
- Greater clarity in setting out LEP processes and arrangements relating to Value for Money, including;
  - setting out processes that ensure all funding decisions are based on impartial advice;
  - setting out arrangements around the active management of risks;
  - providing clarity of the processes in place used to assess Value for Money, including the degree of detail required; and
  - specifying the requirement that LEPs must ensure that the commercial, financial and management arrangements are appropriate for effective delivery.

The WYCA Section 151/Section 73 Officers are required to write to HM Government by 28 February 2017 ahead of next year's Local Growth Fund payment to certify that the WYCA Local Assurance Framework is compliant with the national framework.

The latest version of the Assurance Framework is available [online](#) on the WYCA website.

## **Finance & accounts**

**Regulations covering finance, accounts, audit and expenditure.**

### **Audit**

**We publish accounts, audit opinions and certificates at each financial year end. You can find these on our Freedom of Information (FOI) 'What we spend and how we spend it'.**

### **Financial Regulations**

**The Authority has in place Financial Regulations which govern how responsibility for management of budgets and expenditure is delegated within the officer structure of the Authority.**

**Financial Regulations - available online**

**Members' Allowances Scheme**



**WYCA formally adopted the Members' Allowances Scheme on 25 June 2015 following the recommendations of an Independent Remuneration Panel.**

**Allowances and expenses paid to members and the Scheme document is available from our FOI pages, 'What we spend and how we spend it'.**

**Members' Allowances Scheme - available online.**

### Organisational Governance

Corporate governance is essential for effective control and accounting. The Authority operates a system based on a framework of standing orders, financial regulations and administrative controls including codes of conduct and administrative policies and procedures.

#### Standing Orders

The following Standing Orders have been adopted by the WYCA:-

Procedure Standing Orders deal with the conduct of the meetings and business of the Authority; recording the decisions of the Authority; application to the conduct of committees of the Authority and matters such as quorum, order of business and conduct during meetings.

#### Access to Information Annex Code of Practice for Recording WYCA Meetings

Scrutiny Standing Orders govern the conduct of meetings of the Overview and Scrutiny Committee, the ambit of its terms of reference and the procedure for calling in decisions of the Authority and its committees for scrutiny.

Contracts Standing Orders govern how the Authority procures goods and services and the proper procedures to be followed by officers of the Authority.

#### Officer Delegation Scheme

The Officer Delegation Scheme sets out the functions which are delegated to officers by the Authority.

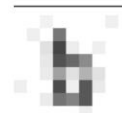
#### Annex to Officer Delegation Scheme (Written Record of Officer Decisions)

#### Code of Corporate Governance

At its Annual Meeting on 25 June 2015, the Authority adopted a Code of Corporate Governance which is consistent with the principles of the best practice guidance issued jointly by the Chartered Institute of Public Finance and Accountancy (CIPFA) and the Society of Local Authority Chief Executives (SOLACE) and is based on six core principles.

#### Code of Conduct for Members

The Code of Conduct, which was adopted by the Authority on 1 April 2014, sets out the conduct that is expected of members in relation to their conduct in office and includes procedures for their declaration and registration of disclosable pecuniary interests.



The Authority also has in place arrangements for dealing with allegations of a failure to comply with the Code of Conduct by members.

#### Policies of the Combined Authority

On the 1 April 2014, the Authority adopted the general policies of the former West Yorkshire Integrated Transport Authority which were in force to enable the business of the Authority as the local transport authority to continue.

Policies of the Combined Authority – available online

<http://www.westyorks-ca.gov.uk/about/governance/>

#### Equality Objectives

**The West Yorkshire Combined Authority is committed to promoting equality and values diversity, encouraging fairness with equal chances for all to work, learn and be free from any barriers, discrimination or victimisation.**

#### **Our equality aims**

WYCA is committed to ensuring that its customers and employees are treated equally and fairly, through pursuing two aims:

- Ensuring that everyone in West Yorkshire has equal access to their services.
- Managing diversity within the workforce to benefit employees and organisational performance.

#### **The Equality Act 2010**

The Equality Act 2010 replaced and harmonised all previous equality law contained in the Race Relations Act, the Sex Discrimination Act and the Disability Discrimination Act.

#### **Equality and Human Rights Commission website**

#### **WYCA's equality responsibilities**

The Equality Act places a 'Public Sector Equality Duty' on public authorities like WYCA to eliminate discrimination, advance equality of opportunities and foster good relations between people.

#### **How we achieve our equality aims and fulfil our equality responsibilities**

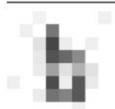
WYCA achieves its equality aims and objectives through promoting equality internally, through its Equality and Diversity Policy. WYCA also sets objectives to achieve specific equality outcomes. As with all of our work, these objectives flow from, and help to deliver, the third West Yorkshire [Local Transport Plan](#) (LTP3).

#### **Equality Impact Assessments**

WYCA consider the equality impact of any new project or service that they are planning to introduce, and any significant change in existing projects and services. They assess impacts early in the process of change in order to build equality from the start, using a consistent analytical approach that incorporates best practice.

Examples of their equality impact assessments include:

- [Castleford Bus Station equality impact assessment](#)
- [New Generation Transport \(NGT\) equality impact assessment](#)
- [Bradford bus network review](#)
- [Bradford bus network review, consultation appendix](#)



- [Wakefield bus network review](#)
- [Wakefield bus network review, consultation appendix](#)
- [Senior rail fares - July 2011](#)
- [Increase in concessionary fares for children, July 2011](#)

### **Equality information**

In setting equality objectives and considering equality impacts WYCA analyses a wide range of information relating to its customers and its employees. However, WYCA are unable to collect or publish some information relating to one or both of these groups. This is often because there is insufficient justification, under the provisions of the Data Protection Act, for requesting and holding the data (for example, collecting data on bus passengers' religious beliefs or sexuality).

In other instances the numbers of staff sharing a protected characteristic are so low, because WYCA have a relatively small workforce of only 400, that there is a serious risk that publication could lead to identification of individuals.

For these reasons the list of information relating to equality and diversity that WYCA publishes is necessarily limited. The information that they can publish is:

- [Disciplinary, Conduct & Capability Policy](#)
- [Recruitment Equality Data - April 2014](#)
- [Workforce Equality Data - April 2014](#)



### **Appendix 3 – Overview of key reporting and publications of WYCA/LEP**

The West Yorkshire Combined Authority ("the Authority") is committed to open government and the proactive release of the information it holds

- Equality objectives
- Who we are & what we do
- What we spend & how we spend it
- Our priorities
- How we make decisions
- Policies & procedures
- Lists & registers
- Services we offer

<http://www.westyorks-ca.gov.uk/what-we-do/foi/>

Members, partners and the general public have access to West Yorkshire Combined Authority public papers electronically and through direct contact with WYCA itself, in writing or by telephone.

WYCA has a clear policy on openness and transparency as a local authority body and uses its website as the main route for this – [www.westyorks-ca.gov.uk](http://www.westyorks-ca.gov.uk)

Papers, reports and minutes for key committees are available via:

- [West Yorkshire Combined Authority](#)
- [WY & Y Investment Committee](#)
- [WY Transport Committee](#)
- [WY&Y Overview and Scrutiny Committee](#)
- [WYCA Governance and Audit Committee](#)
- [WYCA Leeds City Region Partnership Committee](#)

In addition, Cllr Cooke (Conservative Group Leader) receives WYCA information as a Conservative member of WYCA (Substitute). Cllr Sunderland receives materials as a Liberal Democrat Member on WYCA.

On Transport operations, developments and schemes, especially in regard to passenger services there is a dedicated [Bradford District Consultation sub-Committee](#). Details on the sub-committees for Leeds, Wakefield, Calderdale and Kirklees are also published.

Group leaders and members are updated through their regular briefings on matters of concern or significance, including investment, development and performance. Information at key stages of strategy development (e.g. Single Transport Plan, Local Transport Plan Implementation Plan etc.), scheme and investment planning, delivery and reporting involve front-line members in conjunction with CBMDC management and officers.

Reports have been taken on WYCA (and Leeds City Region Enterprise Partnership LEP) to CBMDC Executive, Governance & Audit Committee (with a focus on accountability, reporting and governance issues), Corporate Overview and Scrutiny (O&S) Committee,





Regeneration and Economy O&S Committee (with a focus on economy and business) and Environment & Waste O&S Committee (with a focus on transport investment, schemes and operations)

WYCA is a local authority body, with the five councils as constituent core member councils. There are development plans in place for the year ahead to enhance communications, collaboration and partner arrangements as part of the continued development of the organisation and its fundamental relationship with the West Yorkshire and associated Councils.

As a public body, the West Yorkshire Combined Authority ("the Authority") is [committed to open government](#) and the proactive release of the information it holds. The Authority has a publication scheme and reviews this on an annual basis. However, material contained within the classes of information will be updated as required and any out-of-date information will be removed. The publication scheme is maintained by the WYCA Information Officer

Details on Leeds City Region Enterprise Partnership LEP which is now looked after through WYCA are available via <http://www.the-lep.com/> and specifically through their [governance and funding pages](#)

## **Appendix 4 – Overview of WYCA/LEP Governance and Audit – key reports**

### **WYCA Governance & Audit Committee**

#### **01 December 2016**

[Minutes of the Meeting held on 29 September 2016](#)

[Revised Committee Membership](#)

[Treasury Management Presentation](#)

[External Audit Matters](#)

[Internal Audit Progress Report](#)

[Internal Controls and Financial Monitoring](#)

#### **29 September 2016**

[Minutes of the Meeting held on 28 July 2016](#)

[Appointment of External Auditors - New Arrangements](#)

[Internal Audit Progress Report](#)

[Approval of Annual Accounts 2015/16](#)

[Internal Controls and Financial Monitoring](#)

#### **28 July 2016**

[Minutes of the meeting held on 19 April 2016](#)

[Terms of Reference and Forward Plan of Work](#)

[Internal Audit Charter](#)

[Annual Internal Audit Report and Opinion](#)

[Internal Audit Progress Report](#)

[Review of Internal Control and Effectiveness of Internal Audit](#)

[External Audit Update](#)

[Internal Controls and Financial Monitoring](#)

#### **19 April 2016**



[WYCA Minutes of the meeting held on 9 February 2016](#)  
[WYCA External Audit Update](#)  
[WYCA Internal Audit Progress Report](#)  
[WYCA Internal Audit 2016/17](#)  
[WYCA Internal Controls and Financial Monitoring](#)

### **9<sup>th</sup> February 2016**

[WYCA Minutes of Meeting 19<sup>th</sup> November 2015](#)  
[WYCA External Audit Update](#)  
[WYCA Internal Audit Progress Update](#)  
[WYCA Internal Audit Plan 2016-17](#)  
[WYCA Internal Controls and Financial Monitoring](#)  
[WYCA 2016-17 Budget & Treasury Management Policy](#)

### **19 November 2015**

Treasury Management : Presentation (Verbal)  
[WYCA External Audit Update](#)  
[WYCA Internal Audit Progress Report](#)  
[WYCA Internal Controls and Financial Monitoring](#)

### **28 July 2015 Minutes**

[WYCA Forward Plan of Work](#)  
[WYCA Internal Audit Progress Report](#)  
[WYCA Audit Charter](#)  
[WYCA Quality Assurance and Improvement Programme 2015](#)  
[WYCA Annual Internal Audit Report and Opinion](#)  
[WYCA Review of Internal Control and Effectiveness of Internal Audit](#)  
[WYCA Internal Controls and Financial Monitoring](#)  
[WYCA Medium Term Financial Strategy : Treasury Management and Reserves Policies](#)  
[WYCA Approval of Annual Accounts for 2014/15](#)

### **22 April 2015 Minutes**

[WYCA External Audit Update and Plan](#)  
[WYCA Internal Audit Progress Report](#)  
[WYCA Internal Controls and Financial Monitoring](#)  
[WYCA Review of Governance Arrangements](#)  
[WYCA Appointment of Independent Persons](#)

### **3 February 2015 Minutes**

[WYCA External Audit Update](#)  
[WYCA Internal Audit Progress Report](#)  
[WYCA Internal Audit Plan 2015/16](#)  
[WYCA Internal Controls and Financial Monitoring](#)

**Continued for WYCA O&S**



## WYCA Overview and Scrutiny

22 March 2017 - pending

### 25 January 2017

[Minutes of the meeting of the Overview and Scrutiny Committee held on 7 December 2016](#)

[LEP Grants and Spend Activity](#)

Transport Issues and Priorities (Verbal - No Report)

[Corporate Plan and Budget](#)

[Leeds City Region: Assurance Framework Review](#)

Devolution Update

[Forward Programme of Work \(PDF : 109KB\) \(Opens in New Window\)](#)

Items for Information

- [Draft Minutes of the meeting of WYCA held on 1 December 2016 \(PDF : 194KB\) \(Opens in New Window\)](#)
- [Update of the Strategic Economic Plan Delivery Working Group and Transport Plan Delivery Working Groups \(PDF : 87KB\) \(Opens in New Window\)](#)

Items for Feedback to WYCA (Verbal - No Report)

### 07 December 2016

[Minutes of the Meeting of the Overview and Scrutiny Committee held on 22 September 2016](#)

LEP Priorities (Presentation - No Report)

[Devolution Update](#)

[Forward Programme of Work](#)

Items for Information

- [Draft Minutes of the meeting of WYCA held on 29 September 2016](#)
- [Update of the Strategic Economic Plan Delivery Working Group and Transport Plan Delivery Working Groups](#)

Items for Feedback to WYCA (Verbal - No Report)

### 22 September 2016

[Minutes of the Meeting of the Overview and Scrutiny Committee held on 13 July 2016](#)

[Flood Response](#)

[WYCA Corporate Plan, Budget and Priorities](#)

[NGT Decision](#)

[Devolution Update](#)

[Governance Update](#)

[Forward Programme of Work](#)

Items for Information:

- [Draft Minutes of the Meeting of WYCA held on 28 July 2016 \(pdf : 233k\)\(Opens in a new window\)](#)
- Verbal Update of the Transport Plan Working Group held on 8 September 2016 (No Report)
- Verbal Update of the Strategic Economic Plan Delivery Working Group held on 12 September 2016 (No Report)

Items for Feedback to WYCA

### 13 July 2016

[Minutes of the meeting of the Overview and Scrutiny Committee held on 23 March 2016](#)

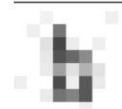
[Appointment of Vice Chair](#)

[Governance Issue](#)

[Future Programme of Work](#)

[Flood Resilience](#)

[Devolution](#)



## [NGT Decision](#)

Items for Information

[Minutes of the meeting of WYCA held on 31 March 2016 \(PDF : 833K\) \(Opens in New Window\)](#)

Items for Feedback to WYCA (Verbal - No Report)

## **23 March 2016**

[Minutes of the Meeting of the Overview and Scrutiny Committee held on 16 February 2016](#)

[Flood Resilience in the Leeds City Region](#)

[Devolution Update](#)

[Forward Programme of Work](#)

For information : [Draft minutes of the meeting of WYCA held on 4 February 2016 \(to be approved at the meeting of WYCA to be held on 31 March 2016\)](#)

Items for Feedback to WYCA

## **16 February 2016**

[Minutes of the Meeting held on 2 December 2015](#)

[Transport Issues and Priorities](#)

[Devolution](#)

[Floods Response](#)

[Forward Programme of Work](#)

[Reporting to WYCA](#)

Items for Information:

[Minutes of the Meeting of the WYCA held on 20 November 2015](#)

[Notes of the Meeting of the Priorities Task & Finish Group held on 19 January 2016](#)

2nd December 2015 including WYCA [2016/2017 Budget and Business Plan](#)

Meetings also took place on 23 September 2015; 23 July 2015; & 28 April 2015

Bradford District Engagement Sub Committee - <http://www.westyorks-ca.gov.uk/your-ca/bradford-district-engagement/>



## Appendix 5 CBMDC Annual Governance Statement – 24th January 2017 report – Extract

Governance Challenge – AGS 2015-16	Response reported in AGS 2015-16	Update at January 2017
Establishing sound governance structures pertaining to the West Yorkshire Combined Authority ensuring democratic accountability at the local level.	Projects funded by the West Yorkshire Combined Authority (WYCA) are controlled under their Assurance Framework. A rigorous project management system is in place for all Growth Fund and West Yorkshire+ Transport Fund projects. Reports have been presented to CBMDC Governance and Audit Committee and to Corporate O&S Committee on WYCA/Leeds City Region Enterprise Partnership (LEP). Governance arrangements are set through WYCA with direct involvement of the Leader of CBMDC on the Board and in the WY&Y Investment Committee. The Deputy Leader is also directly involved on transport, planning and housing matters. CBMDC elected members are also involved in WYCA's own Governance and Audit Committee and Overview & Scrutiny committee and activity. The Leader of the Conservative Group is a political substitute member on the WYCA. The Leader of the Liberal Democrat Group, CBMDC sits on WYCA representing Liberal Democrats. Further changes to WYCA for legal compliance and effective operation are being progressed through the Business Plan 2015-16 and a Development Programme, including the recruitment of a Managing Director post to oversee the next significant phase of WYCA efficiency and transformation. This sees the WYCA, as a local authority body, working with the five primary Local Authority constituent members, including CBMDC. Governance and Audit Committee received an update on WYCA and LEP in Spring 2016. Established governance structures and arrangements are in operation with monitoring and continuous improvement. More substantial changes may be necessary in the light of sub-national devolution and other processes – local government & public services reconfiguration, public sector reform, democratic renewal etc. for 2016.	Work has continued through political and managerial leadership to ensure the effective accountability, controls and reporting for WYCA and by association the Leeds City Region Enterprise Partnership (as the city-regional business partnership). WYCA has its own organisational controls, corporate plan and a dedicated transformation programme for 2016-17 onwards to reshape itself as the driving force for regeneration working with its member Local Authorities. Specific attention is being paid to financial, risk, performance and delivery matters under the new arrangements, organisational structure and appointments. WYCA involves the Leader of the Council directly, as well as the Leader of the Conservative Group – for political balance. The Leader of the Council's Lib Dem Group is also an alternate and received the CA papers and briefings through that route. Members and Officers are also involved in key strategy and direction setting for WYCA/LEP including the recently adopted Leeds City Region Strategic Economic Plan 2016-36. CBMDC Governance and Audit Committee, Corporate O&S, Regeneration and Economy and Environment and Waste O&S have all been involved in local scrutiny of WYCA and the Leeds City Region Enterprise Partnership (LEP). This has complemented information and debate at Full Council, member training (November 2016) and involvement of the Executive in WYCA briefings. Bradford also has involvement through local nominations and CA appointments on the WY&Y Investment Committee, the Transport Committee and on the CA's own Overview and Scrutiny arrangements. Arrangements for CA Governance and Audit Committee have altered recently and these will be reported to CBMDC GAC Committee in 2016-17
Impact on governance structures arising from developing policies for the delivery of regional devolution.	A Devolution deal was agreed in March 2015 and implementation plan developed with Civil Servants on the technical aspects relating to transport, housing, business support, employment and skills. Since the General Election and under the new Government, devolution ambitions and expectations are progressing including specific legislative proposals set out in the Cities and Local Government Devolution Act. Leeds City Region Devolution agreement was adopted in March 2015. This did not include mayoral combined authority or fiscal devolution measures and was focussed on practical measures for greater efficiency and delivery. Regional devolution for Leeds City Region continues to be discussed and developed during 2016-17 and remains controlled by the Government through HM Treasury. Report to the Governance & Audit Committee – AGS 2015-16. Response reported 2015-16. Update as at January 2017 Cities and Local Government Devolution Act, Buses Bill and Housing and Planning Bill amongst others. Further negotiations are in progress with HM Government and civil service. Governance structures, procedures and implications are being considered and developed, within the emerging legislative framework, to protect and promote the interests of local places	Leeds City Region Devolution agreement was adopted in March 2015. This did not include mayoral combined authority or fiscal devolution measures and was focussed on practical measures for greater efficiency and delivery. Regional devolution for Leeds City Region continues to be discussed and developed during 2016-17 and remains controlled by the Government through HM Treasury. West Yorkshire, Leeds City Region and regional Leaders are involved in scoping and shaping this. Matters of geography, executive leadership, powers and resources as well as the direct and democratic involvement of local government and local people in the potential arrangements remain under negotiation. HM Government remain committed to a mayoral model for large cities and for clear accountability and delivery. Combined Authorities also remain the favoured organisation for financial management and control of subnational public funding for key aspects of regeneration and transport. Rail North and Transport for the North (TfN) have both developed over the last 12 months, the latter moving towards full public body status. Local Transport Authorities, LEPs and Combined Authorities from the whole of the North of England are acting collectively as TfN to work with Government, Highways England, HS2 Ltd and Network Rail on the Transport Strategy for the North.



	<p>and local government. These developments are expected to continue into 2016 and to secure appropriate opportunities, powers, resources and risk management to support local prosperity, economic growth, regeneration and investment. This is subject to Government policy and resource decisions, especially those to be pursued through the Spending Review 2015. This remains an open-ended process with political and senior management involvement from CBMDC with attention on powers and resources to achieve outcomes and the related governance arrangements to support democratic and civic interests. This remains a continuing challenge in 2016-17 for CBMDC given refinements to WYCA governance and operations, further Government policy change and subnational devolution developments.</p>	<p>The Plan is to be completed by March 2017. Other matters of Public Sector reform, including Health and Social Care, Community Safety and Policing, Skills and Employment are being taken forward by the Government on a case-by-case basis at present. These may feature in any subsequent devolution agreement and as the other areas taking forward decentralisation and devolution become models of reform</p>
--	---	--

