

A meeting of the

West of England Combined Authority Committee

will be held on

Date: Friday, 19 July 2019

Time: 10.00 am

Place: Council Chamber, City Hall, Bristol City Council

Notice of this meeting is given to members of the West of England Combined Authority Committee as follows:

Mayor Tim Bowles, West of England Combined Authority
Cllr Toby Savage, Leader, South Gloucestershire Council
Mayor Marvin Rees, Bristol City Council
Cllr Dine Romero, Bath and North East Somerset Council

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West of England Combined Authority

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- Inspect background papers used to prepare public reports for a period of up to four years from the date of the meeting. A list of any background papers to a report is given at the end of each report.
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AGENDA

1. EVACUATION PROCEDURE

In the event of a fire, please await direction from staff who will assist with the evacuation. Please do not return to the building until instructed to do so by the fire warden(s).

2. APOLOGIES FOR ABSENCE

3. DECLARATIONS OF INTEREST UNDER THE LOCALISM ACT 2011

Members who consider that they have an interest to declare are asked to: a) State the item number in which they have an interest, b) The nature of the interest, c) Whether the interest is a disclosable pecuniary interest, non-disclosable pecuniary interest or non-pecuniary interest. Any Member who is unsure about the above should seek advice from the Monitoring Officer prior to the meeting in order to expedite matters at the meeting itself.

4. MINUTES OF PREVIOUS MEETING

5 - 16

To confirm the minutes of the previous meeting as a correct record.

5. CHAIR'S ANNOUNCEMENTS

To receive any announcements from the Chair of the West of England Combined Authority Committee.

6. COMMENTS FROM THE CHAIR OF THE LOCAL ENTERPRISE PARTNERSHIP

To receive any comments from the Chair of the Local Enterprise Partnership.

7. COMMENTS FROM THE CHAIR OF THE COMBINED AUTHORITY'S OVERVIEW & SCRUTINY COMMITTEE

To receive any comments from the Chair of the Combined Authority's Overview and Scrutiny Committee.

8. ITEMS FROM THE PUBLIC (PETITIONS; STATEMENTS; QUESTIONS)

If you wish to present a petition or make a statement at this meeting, you are required to submit this by 12 noon on the working day before the meeting by email to democratic.services@westofengland-ca.gov.uk. For this meeting, this means that your petition/statement must be received in this office by **12 noon on Thursday 18 July 2019**.

If you wish to ask a question at the meeting, you are required to submit the question in writing to democratic.services@westofengland-ca.gov.uk by no later than 3 working days before the meeting. For this meeting, this means that your question(s) must be received in this office by the end of **Monday 15 July 2019**.

In presenting any statements at the meeting, members of the public are generally permitted to speak for up to 3 minutes each. The total time available for this session is 30 minutes. At the discretion of the Chair, speaking time may sometimes be reduced depending on how many public items are received. Please note that all public items will be circulated in advance of the meeting to the committee members.

9. PETITIONS FROM ANY MEMBER OF THE WEST OF ENGLAND COMBINED AUTHORITY COMMITTEE

To receive any petitions to be presented by any member of the West of England Combined Authority Committee.

10. COMBINED AUTHORITY GOVERNANCE AND CONSTITUTION	17 - 280
Report enclosed.	
11. COMBINED AUTHORITY & MAYORAL BUDGET OUTTURN REPORT - APRIL-MAY 2019	281 - 292
Report enclosed.	
12. TREASURY MANAGEMENT OUTTURN REPORT 2018/19	293 - 308
Report enclosed.	
13. INTEGRATED TICKETING - FUTURE WORK	309 - 322
Report enclosed.	
14. BUS INFRASTRUCTURE DELIVERY UPDATE	323 - 332
Report enclosed.	
15. INVESTMENT FUND	333 - 370
Report enclosed.	
16. EMPLOYMENT & SKILLS PLAN	371 - 420
Report enclosed.	
17. BUSINESS PLAN 2019/20 - QUARTER 1 PROGRESS REPORT	421 - 434
Report enclosed.	
18. INFORMATION ITEM - DECISIONS TAKEN AT THIS MEETING	
Details of the decisions taken at this meeting and the draft minutes of this meeting will be published on the West of England Combined Authority website as soon as possible after the meeting.	

Minutes of the West of England Combined Authority Committee 14 June 2019

Members present:

Mayor Tim Bowles, West of England Combined Authority
Mayor Marvin Rees, Bristol City Council
Cllr Dine Romero, Bath and North East Somerset Council
Cllr Toby Savage, South Gloucestershire Council

1	<p>EVACUATION PROCEDURE</p> <p>The Chair thanked Bath & North East Somerset Council for hosting the meeting, welcomed attendees to the meeting and introduced his colleagues:</p> <ul style="list-style-type: none"> • Mayor Marvin Rees, Bristol City Council • Cllr Toby Savage, Leader, South Gloucestershire Council • Cllr Dine Romero, Leader, Bath & North East Somerset Council <p>The Chair welcomed Cllr Dine Romero to her first meeting of the committee.</p> <p>At this point, the Chair thanked former Bath & North East Somerset Council Leader Tim Warren for his services and contribution to the West of England Combined Authority, drawing attention to the instrumental part he had played in negotiating the devolution deal with central government. He also recorded his congratulations to Tim Warren on the CBE awarded to him recently in the Queen's birthday honours.</p> <p>The evacuation procedure for the venue was then announced by the Chair.</p> <p>The Chair then informed everybody present that the meeting was being recorded and that the recording would be available to view after the meeting on the Combined Authority website. Any individuals present who did not wish to be filmed were asked to indicate this.</p>
2	<p>APOLOGIES FOR ABSENCE</p> <p>It was noted that apologies had been received from Professor Steve West, the Chair of the Local Enterprise Partnership, and Cllr Stephen Clarke, Chair of the Combined Authority Overview and Scrutiny Committee. The Chair welcomed Cllr Winston Duguid to the meeting (attending on behalf of Cllr Clarke) and congratulated him on his appointment as Vice-Chair of the Overview and Scrutiny Committee.</p>
3	<p>DECLARATIONS OF INTEREST UNDER THE LOCALISM ACT 2011</p> <p>Mayor Rees and Cllr Savage each declared an interest in relation to agenda item 14 (Adult Education funding allocations 2019/20) relating to the fact that their respective authorities were providers of adult education services.</p>
4	<p>MINUTES OF PREVIOUS MEETING</p> <p>The committee RESOLVED:</p> <p>That the minutes of the meeting of the committee held on 1 & 15 February 2019 be confirmed as a correct record and signed by the Chair.</p>
5	<p>CHAIR'S ANNOUNCEMENTS</p> <p>The Chair shared the following news about the Combined Authority's recent activities:</p> <ul style="list-style-type: none"> • The West of England Careers Hub had been extended to every school and college, including special schools. The Hub worked to improve careers advice and work experience for pupils, inspiring them to be ambitious and help prepare them for their future careers. 7 major employers were signed up to become Cornerstone Employers as part of the Careers Hub: Babcock, Defence Equipment and Support, The Cabinet Office, Hargreaves Lansdown, Edwards Vacuum, Galliford Try and Womble Bond

	<p>Dickinson would all be investing time and resources to support local schools and colleges with their careers education.</p> <ul style="list-style-type: none"> • The West of England Low Carbon Challenge Fund had been launched to help small and medium-sized businesses improve their energy efficiency and support community energy projects. This new fund would help businesses make their buildings and activities more energy efficient, and support community energy projects to deliver renewable energy. • The Future Bright skills programme was continuing to make a real difference to people's lives, boosting their skills and improving their career prospects through tailored career coaching, funded training and support. • In April, the Secretary of State for Transport had committed an extra £31.9m to complete the funding needed to reopen the railway to Portishead and Pill. This formed part of the ambitious MetroWest rail plans which would see the opening of new railway lines and stations, benefiting residents and helping the region to prosper while reducing congestion and air pollution. • Innovation was coming forward from the ground-breaking 5G Smart Tourism research and a showcase event had been held in March. The 5G Smart Tourism project was being extended, including being used at this year's Bristol Harbour Festival - trialling how 5G could be used to enhance the visitor experience, as well as supporting the event organisers to manage safety at the festival. The West of England was the UK's leading smart city region and the work being taken forward on the use of 5G technology had transformational potential in a number of areas, ranging from assisted living to motoring to air quality.
6	<p>COMMENTS FROM THE CHAIR OF THE LOCAL ENTERPRISE PARTNERSHIP</p> <p>It was noted that the Chair of the Local Enterprise Partnership Board, Professor Steve West had given his apologies for the meeting. Comments submitted for this meeting by the Chair, setting out an update on the Local Industrial Strategy, LEP Board recruitment and the proposed constitutional changes referred to as part of the Annual Business Report (agenda item 11) had been circulated. The committee noted these comments, copies of which would be available to view on the Combined Authority's website.</p>
7	<p>COMMENTS FROM THE CHAIR OF THE COMBINED AUTHORITY'S OVERVIEW AND SCRUTINY COMMITTEE</p> <p>As advised earlier at the meeting, it was noted that the Chair of the Overview and Scrutiny Committee, Cllr Stephen Clarke had given his apologies for this meeting. He had though submitted comments on behalf of the committee in relation to the following issues:</p> <ol style="list-style-type: none"> 1. A request that the Combined Authority should declare a Climate Emergency. 2. Comments on the constitutional changes set out in the Combined Authority Annual Business Report (agenda item 11); specifically, a request that individuals should be permitted to ask oral supplementary questions at Combined Authority committee meetings in respect of the replies they received to written questions. <p>The comments were presented at the meeting by Cllr Winston Duguid, Vice-Chair of the Overview & Scrutiny Committee. These had been circulated in advance of the meeting and would be available to view on the Combined Authority web site.</p> <p>In response to the comments submitted relating to climate change / emergency, the Chair</p>

	<p>commented as follows:</p> <ul style="list-style-type: none"> • A huge amount of work was taking place across the region and the West of England had already made a strong commitment to clean and inclusive economic growth. • Figures from the Department for Business, Energy & Industrial Strategy showed a reduction in carbon emissions across the West of England Combined Authority region by 35% since 2005. The reduction was achieved while the region's economy grew by 46% according to the Office of National Statistics. This demonstrated that economic growth could be achieved alongside ambitious carbon reduction through working together as a region and the Combined Authority had launched schemes and invested in projects to build on this success. • As part of this approach, a £4.2m West of England Low Carbon Challenge Fund had been launched to support business in adopting energy efficiency measures, along with community energy schemes. • The Combined Authority also hosted the South West Energy Hub, a £3.5m project funded by the government to increase the number and quality of local energy projects across the south west. • Work was also taking place to tackle congestion and improve transport options, encouraging people to leave their cars at home • The need to address poor air quality and take action against climate change was fully recognised as a key challenge by all the leaders of the Combined Authority.
8	<p>ITEMS FROM THE PUBLIC (PETITIONS; STATEMENTS; QUESTIONS)</p> <p>3 questions had been submitted in advance of this meeting, as follows:</p> <ol style="list-style-type: none"> 1. Gordon Edwards - subject: Transport functions / local bus services 2. Cllr Clive Stevens (Bristol City Council) - subject: Annual business report (agenda item 11) 3. Cllr Carla Denyer (Bristol City Council) - subject: Climate change / emergency <p>The Chair advised that written replies had been sent to all questioners in advance of the meeting.</p> <p>5 statements had been received in advance of the meeting, as follows:</p> <ol style="list-style-type: none"> 1. David Redgewell - subject: Transport issues 2. Christina Biggs - subject: MetroWest / other transport issues 3. Cllr Martin Fodor (Bristol City Council) - subject: Climate change/emergency 4. Cllr Mark Bradshaw (Bristol City Council) - subject: Annual business report (agenda item 11) – Transport Board proposal 5. Cllr Clive Stevens (Bristol City Council) - subject: Business Plan annual report (agenda item 15) <p>At the invitation of the Chair, and in accordance with the constitution, those in attendance were given the opportunity to present their statements. It was noted that the full text of the statements, and questions/replies had been circulated to committee members in advance of the meeting and would be available to view on the Combined Authority's website.</p>
9	<p>PETITIONS FROM ANY MEMBER OF THE WEST OF ENGLAND COMBINED AUTHORITY COMMITTEE</p> <p>No petitions had been notified for this meeting.</p>

10	<p>DEPUTY MAYOR OF THE WEST OF ENGLAND COMBINED AUTHORITY</p> <p>The committee RESOLVED:</p> <ul style="list-style-type: none"> • That the appointment of Cllr Toby Savage, Leader of South Gloucestershire Council as Deputy Mayor of the West of England Combined Authority be noted.
11	<p>ANNUAL BUSINESS REPORT</p> <p>The committee considered a report (agenda item 11) setting out the 2019/20 annual business report.</p> <p>In discussion, it was noted that briefings would be arranged for Cllr Savage and Cllr Romero on the detail of the proposed governance and constitutional changes.</p> <p>In light of this, the Chair advised that it was not considered appropriate for a decision on the proposals to be taken at this meeting, other than in relation to the meeting dates set out in Appendix 2.</p> <p>The Chair then moved, seconded by Cllr Savage:</p> <p><i>That the committee RESOLVE:</i> <i>“To approve the calendar of meetings at Appendix 2, the remaining aspects of the report to be deferred to the next meeting.”</i></p> <p>The Chair then moved to the voting on the motion.</p> <p>The committee RESOLVED:</p> <ul style="list-style-type: none"> • To approve the calendar of meetings at Appendix 2, the remaining aspects of the report to be deferred to the next meeting.
12	<p>COMBINED AUTHORITY AND MAYORAL BUDGET OUTTURN REPORT 2018/19</p> <p>The committee considered a report (agenda item 12) setting out the draft revenue and capital financial outturn position for the Combined Authority and the Mayoral budget for the 2018/19 financial year.</p> <p>The Chair highlighted the following points:</p> <ul style="list-style-type: none"> • Appendix 1 set out the Mayoral Fund’s draft revenue outturn position for the 2018/19 financial year, which was £1,555k lower than the revised budget, largely due to slippage on grant funded feasibility projects. • Appendix 2 set out the Combined Authority’s draft revenue outturn position for the 2018/19 financial year, which showed a net surplus in the year of £976k. The report recommended the transfer of the surplus to various reserves. • Appendix 3 outlined the draft capital outturn position for the 2018/19 financial year. The report explained the reasons for the slippage, which would be carried forward into 2019/20. • The report also explained the current procurement exercise for the provision of future ICT services and recommended delegation of the final contract award. <p>The report recommendations were then moved by the Chair and seconded by Cllr Savage.</p>

	<p>The Chair then moved to the voting on the recommendations.</p> <p>The committee RESOLVED:</p> <ol style="list-style-type: none"> 1. To note the Mayoral Fund and West of England Combined Authority revenue and capital budget draft outturn positions as set out in Appendices 1, 2 and 3. 2. To approve the transfers to reserves as detailed in paragraphs 2.2.7 and 2.2.11 3. To delegate responsibility for entering into a new ICT service provision contract for the West of England Combined Authority, subject to identification of the required budget, to the West of England Combined Authority Chief Executive in consultation with the West of England Combined Authority Section 151 Officer.
13	<p>INVESTMENT FUND REPORT</p> <p>The committee considered the latest Investment Fund report (agenda item 13).</p> <p>The Chair highlighted the following points:</p> <ul style="list-style-type: none"> • The report proposed Investment Fund scheme assessment criteria as shown in appendix 2. • The report also sought approval of an overall funding envelope (comprising the Investment Fund and the Transforming Cities Fund) of £350m for the period up to March 2023. • The proposals would enable a number of key projects for the region to be taken forward to the next stage of development, including Business Cases for: <ul style="list-style-type: none"> - Cribbs Patchway cycle links package. - The Realising Talent early intervention and support project for people not in education or training. - The South West Institute of Future Technologies project. - Cribbs Patchway MetroBus extension. - Strategic Park and Ride feasibility funding for Yate. • The report also sought an allocation of £20m to Quantum Technologies Innovation Centre+ subject to Full Business Case and due diligence. • The report also included a number of other allocations to take important projects forward. In overall terms, the proposals in the report reflected the Combined Authority's ambition to drive forward projects which would bring significant positive improvements and impacts for the region's residents. <p>The Chair also advised that following discussion with all the authorities, there was a proposed amendment to recommendation 16 of the report.</p> <p>Cllr Savage moved, seconded by Cllr Romero: <i>That recommendation 16 be amended to read:</i> <i>"To allocate £500,000 to develop Outline Business Cases for Strategic Park and Ride subject to approval of a Feasibility and Development Funding Application; and to earmark £3.5m for the delivery of Yate park and ride subject to completion of Business Cases as required."</i></p> <p>The Chair also advised that following discussion with all the authorities, there was a further amendment to add an additional recommendation 24 to the report.</p> <p>Cllr Romero moved, seconded by Cllr Savage: <i>That an additional recommendation 24 be added as follows:</i> <i>"To approve that the first £20m of any drawdown against the Land Acquisition Fund, subject</i></p>

to the level of funding available, is reserved for strategic schemes within Bath & North East Somerset within the current financial year.”

In relation to recommendation 7, Cllr Romero asked for further detail and clarification about the due diligence that would take place in terms of the proposed allocation of £20m to Quantum Technologies Innovation Centre+ project and the underwriting of a further £14.974m subject to Full Business Case and necessary due diligence.

In response, the Combined Authority S151 finance officer advised that the following points would need to be fully addressed in terms of the due diligence to be undertaken for this project:

- (a) There will be full consideration of state aid implications given the level of funding requested by a private organisation - to include assessment of the project outputs against priorities for the region and impact of funding for the region as a whole.
- (b) A value for money assessment of the outputs from the proposal will be undertaken to confirm that funding at the level requested is reasonable.
- (c) Confirmation will need to be provided that all relevant permissions for the scheme have been obtained.
- (d) There will be consideration of all legal agreements between Bristol City Council and University of Bristol which will include an independent surveyors report confirming that the best price for the site has been achieved, and that other avenues for funding have been conscientiously considered by all parties.
- (e) Any land holdings and /or capital receipts from either the University or Bristol City Council will need to have been fully accounted for, and considered, when determining the final proposed funding figure.

Mayor Rees welcomed the package of proposals that were being taken forward through this report, which would drive inclusive and sustainable growth across the region. He drew particular attention to the importance of the Quantum Technologies Innovation Centre+ as a key part of redeveloping the Cattle Market Road site near Temple Meads railway station, pointing out that Homes England had highlighted the significance of the site as an exciting regional development opportunity. He also drew attention to and welcomed the proposal to allocate £150,000 to the Bristol Housing Festival subject to business case.

Cllr Savage welcomed the benefits that would be brought across the region through the approval of the report proposals and particularly drew attention to the recommendations which would enable the following projects to progress: Cribbs Patchway cycle links package, Cribbs Patchway MetroBus extension; MetroWest Phase 2; Charfield station; further Park and Ride sites; and the Bristol Parkway Station bus/rail interchange enhancements.

Cllr Romero also welcomed the regional benefits that the proposed investment package would bring, drawing attention in particular to the proposed approvals relating to the Somer Valley Enterprise Zone, Bath River Line and the proposal to allocate £250,000 to develop business cases for the Energy Strategy – Climate Change Action Plan.

The Chair then moved to the voting on the recommendations as amended.

The committee **RESOLVED**:

1. To approve the Investment Fund scheme assessment criteria shown in Appendix 2.

2. To approve an overall funding envelope of £350m, (Investment Fund and Transforming Cities Fund), for the period up to March 2023.
3. To approve the Full Business Case for the CPPN Cycle Links Package subject to concluding all land agreements.
4. To approve the Full Business Case for Realising Talent project subject to the supply of a detailed cost breakdown, risk register and finalisation of the Monitoring and Evaluation Plan.
5. To approve the Full Business Case for the South West Institute of Future Technologies and award of £500,000 from the Investment Fund.
6. To approve the Full Business Case for the Cribbs Patchway MetroBus Extension and award £21.9m of Investment Fund subject to supply of a detailed elemental cost breakdown for the highway works and securing all necessary land.
7. To approve the allocation of £20m to Quantum Technologies Innovation Centre+ project and the underwriting of a further £14.974m subject to Full Business Case and necessary due diligence.
8. To approve the Outline Business Case for Bristol Temple Meads Eastern Entrance and award of £2.5m of funding through the Investment Fund as set out in the Feasibility and Development Funding Application.
9. To approve the Outline Business Case for the Somer Valley Enterprise Zone and award of £746,000 of funding through the Investment Fund to develop the Full Business Case.
10. To approve the Outline Business Case for the Bath River Line and award of £150,000 of funding through the Investment Fund to develop the Full Business Case.
11. To approve the Outline Business Case for MetroWest Phase 2 and award of £3.519m to develop the Full Business Case noting the need to enhance the Benefit to Cost Ratio to at least 2 by Full Business Case stage.
12. To approve a further £900,000 to develop a Full Business Case for Charfield Station.
13. To allocate £1.3m to the WE Work for Everyone project subject to business case and securing ESF.
14. To allocate £250,000 to the Research and Innovation Challenge Fund subject to business case and securing ERDF.
15. To allocate £30,000 to develop a Full Business Case for the South Bristol Enterprise Support and Workspace subject to approval of a Feasibility and Development Funding Application.
16. To allocate £500,000 to develop Outline Business Cases for Strategic Park and Ride subject to approval of a Feasibility and Development Funding Application; and to earmark £3.5m for the delivery of Yate park and ride subject to completion of Business Cases as required.

17. To allocate £200,000 to develop Outline Business Cases for the Bus Strategy and Deal subject to approval of a Feasibility and Development Funding Application.
18. To allocate £250,000 to develop business cases for the Energy Strategy – Climate Change Action Plan subject to approval of a Feasibility and Development Funding Application.
19. To allocate £150,000 to the Bristol Housing Festival subject to business case.
20. To allocate £300,000 to Bristol Parkway Station Bus/Rail Interchange Enhancements subject to approval of a change request for the Cribbs Patchway MetroBus Extension project.
21. To approve the principle of the West of England Combined Authority managing the financial risks for projects which are led and delivered by WECA with individual councils carrying the financial risk for any specific schemes that they lead on, and deliver, within their specific area.
22. To approve the changes for schemes within the Investment Fund programme shown in Appendix 3.
23. To approve the potential with-holding of an element of the £50m approved Land Acquisition Fund should overall financial commitments exceed the sum of funding available up to March 2023.
24. To approve that the first £20m of any drawdown against the Land Acquisition Fund, subject to the level of funding available, is reserved for strategic schemes within Bath & North East Somerset within the current financial year.

14

ADULT EDUCATION BUDGET FUNDING ALLOCATIONS 2019/20

The committee considered a report (agenda item 14) providing an update on the devolved Adult Education Budget application, assessment and allocations process for the 2019/20 academic year, and which recommended provider funding allocations for the devolved Adult Education Budget for the 2019/20 academic year.

It was noted that Mayor Rees and Cllr Savage had declared interests (see item 3 above).

The Chair highlighted that the report included:

- Background information on the Adult Education Budget and the devolution of this funding to the Combined Authority.
- An update on the application appraisals process that had been followed.
- Recommendations for devolved provider funding allocations for the 2019/20 academic year.

The Chair also advised that following discussion with all the authorities, an amendment was going to be proposed to recommendation 2.

The Chair then moved the following amendment, seconded by Cllr Romero:

That recommendation 2 be amended to read:

“To delegate authority during this academic year to the West of England Combined Authority Chief Executive Officer, in consultation with constituent councils’ Chief Executive Officers to

	<p><i>make:</i></p> <ul style="list-style-type: none"> - <i>In-year exceptions funding decisions.</i> - <i>In-year growth funding decisions.</i> - <i>Decisions on provider re-allocations at mid-year and end-of-year points.”</i> <p>The Chair then moved to the voting on the recommendations as amended.</p> <p>The committee RESOLVED:</p> <ol style="list-style-type: none"> 1. To approve the proposed funding allocations for the devolved Adult Education Budget during the 2019/20 academic year. 2. To delegate authority during this academic year to the West of England Combined Authority Chief Executive Officer, in consultation with constituent councils' Chief Executive Officers to make: <ul style="list-style-type: none"> - In-year exceptions funding decisions. - In-year growth funding decisions. - Decisions on provider re-allocations at mid-year and end-of-year points.
15	<p>2018/19 BUSINESS PLAN ANNUAL REPORT</p> <p>The committee considered an information report (agenda item 15) setting out an annual assessment of the Combined Authority's Business Plan for 2018/19.</p> <p>The Chair highlighted that the report included:</p> <ul style="list-style-type: none"> • A summary of key projects and activities delivered during 2018/19 that supported the objectives of driving inclusive growth, supporting the region's businesses to grow, fostering innovation and investing in infrastructure. • A detailed section reporting back on each of the activities included in the 2018/19 Business Plan. • Details of the Local Enterprise Partnership delivery plan which was focused on specific metrics for LEP funded activity, including the Local Growth Fund, Growth Hub and Invest Bristol & Bath. • A summary of the risks associated with the delivery of the Business Plan and their mitigations. <p>Mayor Rees commented that moving forwards, it would be essential to drive both inclusivity and sustainable economic growth through the Business Plan and the Local Industrial Strategy.</p> <p>Cllr Romero welcomed the commitment to clean and sustainable growth, and suggested that the increasing demands locally around climate change / emergency should be reflected in future reporting.</p> <p>The committee RESOLVED:</p> <ul style="list-style-type: none"> - To note the report.
16	<p>PROFESSIONAL SERVICES FRAMEWORK PROCUREMENT PROCESS</p> <p>The committee considered a report (agenda item 16) setting out the proposed Professional Services Framework procurement process.</p> <p>The Chair highlighted that the report sought approval for the approach that the Combined</p>

	<p>Authority and its partner authorities would take in procuring a Professional Services Framework to secure support to assist the delivery of the Combined Authority capital investment programme and other authority-specific projects.</p> <p>The report recommendations were then moved by the Chair and seconded by Cllr Romero.</p> <p>The Chair then moved to the voting on the recommendations.</p> <p>The committee RESOLVED:</p> <ol style="list-style-type: none"> 1. That approval be given to the West of England Combined Authority to publish tender documents which will formally commence the procurement process to establish a West of England Combined Authority led Professional Services Framework. 2. That approval be given for the approach to this procurement which is compliant to the Public Contracting Regulations 2015. This procurement is being conducted on Most Economically Advantageous Terms – the combination of highest combined quality and cost scores. Once the procurement process is complete, the committee will be asked to approve the outcome at which stage the decision will be to award or not to award.
17	<p>INFORMATION ITEM - DECISIONS TAKEN AT THIS MEETING</p> <p>In closing the meeting, the Chair advised that details of the decisions taken at this meeting and the draft minutes of the meeting would be published as soon as possible on the Combined Authority website.</p>
	<p>Signed:</p> <p>Date:</p>

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WEST OF ENGLAND COMBINED AUTHORITY COMMITTEE

19 JULY 2019

REPORT SUMMARY SHEET

COMBINED AUTHORITY GOVERNANCE AND CONSTITUTION

Purpose

To present proposed changes to Combined Authority governance and constitution.

Summary

This report includes the following key information:

- New, proposed governance arrangements as shown in the flowchart at Appendix 1.
- Details of changes to the Combined Authority's constitution at Appendix 2.
- The Combined Authority's Pay Policy Statement at Appendix 3.

Recommendations

Members of the Combined Authority Committee are asked to:

- 1 Adopt the new proposed governance arrangements as shown in the flowchart in Appendix 1.
- 2 Review and agree the changes proposed to the Authority's constitution as summarised in this report and showed more fully in the attached highlighted version of the Constitution at Appendix 2.
- 3 Note the position regarding nominations from constituent councils to WECA committees.
- 4 Approve the Pay Policy Statement at Appendix 3.

Contact officer: Shahzia Daya

Position: Director of Legal

Email: Shahzia.Daya@westofengland-ca.gov.uk

**REPORT TO: WEST OF ENGLAND COMBINED AUTHORITY
COMMITTEE**

DATE: 19 July 2019

**REPORT TITLE: COMBINED AUTHORITY GOVERNANCE &
CONSTITUTION**

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Purpose of Report

To present proposed changes to Combined Authority governance and constitution.

Recommendations

- 1 To adopt the new proposed governance arrangements as shown in the flowchart in Appendix 1.
- 2 To review the changes proposed to the Authority's constitution as summarised in this report and showed more fully in the attached highlighted version of the Constitution at Appendix 2.
- 3 To note the position regarding nominations from constituent councils to WECA committees.
- 4 To approve the Pay Policy Statement at Appendix 3

Proposal / solution

- 5 A review of the governance arrangements was undertaken in order to enhance delivery of the Combined Authority objectives as set out in it's constitution.
- 6 The main changes to the governance arrangements involve
 - Reducing the number of formal meetings to 6 a year
 - To provide time for Mayors/Leaders and CEOs to meet informally in order to discuss strategic issues
 - To provide succinct and timely reports to embed a culture of transparent decision making and partnership working
 - To make best use of time across the authorities
 - To enhance the role of Council portfolio holders by separating the role of transport from the housing and planning function and creating a fourth (Advisory) Board
 - To encourage greater collaboration across regional capital delivery projects by establishing a Regional Capital Delivery Board
- 7 The constitutional changes are amendments based on working with the constitution over the past year and include

PART A

Miscellaneous

- Clearer definitions eg working day, key decisions definition of spend over £500k or having a significant effect on two or more wards in the region and deletion of references to interim provisions before the Mayor was elected
- Clarifying the Combined Authority's role in designating Clean Air Zones and that this does not enable it to implement charging for such zones as this power remains with the constituent authorities
- Generally- job titles made WECA specific, changing the registered office to Rivergate, using Plain English and the Local Government Association summary template for reports

Terms of reference

- Terms of Reference for WECA committee to include responsibility for developing regional policies and strategies
- Terms of reference for Audit committee to include hearings relating to complaints against Members/LEP and a sub committee for granting dispensations and investigating any matters that the Monitoring Officer refers to this sub committee
- To add terms of reference for the Regional Capital Delivery Board
- To separate Terms of Reference for the Infrastructure Advisory Board into a Transport Board and a Housing and Planning Board
- To note the Terms of Reference for the Local Enterprise Partnership and their attendance at the strategic review meeting every 6 months between the Mayors/Leaders and Boards

Delegations to Statutory Officers

- Add reference to Statutory Scrutiny Officer

Standing Orders

- Include definition of key decision as significant effect on two or more wards and/or revenue spend or savings of £500k or more or capital spend over £3m
- Extraordinary meetings- public forum to relate to matters on the agenda
- Special urgency to be approved by Chair/Vice Chair of Overview and Scrutiny committee
- Public participation
 - Questions- Questions to be limited to 2 per individual. Wherever possible, written replies to be sent to questioners on the working day before the meeting. Due to time constraints, no opportunity for oral or supplementary questions at the meeting itself.
 - Petitions- a written response will be sent to each petition within 10 working days of the meeting.
 - Statements- One statement to be permitted per individual (more than one matter can be referred to in the statement subject to each matter falling within the Combined Authority's remit / areas of responsibility). Statements to be formally noted. The Chair of the meeting may, however, determine that a reply be sent to particular statements on an individual basis, where they consider this to be appropriate
- Call in
 - Introduction of pro forma and associated practical arrangements
 - The Combined Authority Overview and Scrutiny Committee must meet within 10 working days of the receipt of a call-in to review the decision. Having considered the call-in and reviewed the decision, the Overview and Scrutiny Committee must then determine either:

a. That no further action be taken (in which case, the decision shall stand, as determined by the decision-taking committee);

or

b. That the decision-taking committee be asked to reconsider the decision taken.

If the Overview and Scrutiny Committee determines to ask the decision-taker to reconsider the decision taken, they must state their reasons and also make any further recommendations that they feel the decision-taking committee should take into account in reviewing their decision. The matter will be re-considered as soon as practicable by the decision taking committee in order that the decision taking committee can consider their final decision on the matter. That final decision cannot be “called-in.”

Part B

Financial regs

- Page B19- Proposed spending delegations for WECA Officers- maximum of £100k for Chief Executive and £50k for others specified, provided they have the necessary budget allocated for that particular spend
- Page B54 Gifts and hospitality not accepted need not be registered but anything over £25 will be
- Gifts and hospitality from partners only to be accepted in limited circumstances

Contract Standing Orders

- Page B114 table of EU limits updated to reflect current levels

PART C

- Remove the Officer Code of Conduct for Employees from the constitution as this is an operational matter for the Head of paid Service

8 Appointment of WECA committees and other bodies

9.1 In accordance with The Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committees) Order 2016, WECA operates two statutory committees

- i) Overview and Scrutiny Committee
- ii) Audit committee

9.2 Appointments to those committees are made on a politically proportionate basis. The political proportionality calculations relevant to the two statutory committees of 11 members is;

LibDems 4 Conservative 3 Labour 3 Greens 1

The nominations required were therefore:

Seat Number	Council		Nomination
1	Bristol	1 st Nomination	Labour
2	SGC	1 st Nomination	Conservative
3	B&NES	1 st Nomination	Liberal Democrat
4	Bristol	2 nd Nomination	Labour
5	SGC	2 nd Nomination	Conservative
6	B&NES	2 nd Nomination	Liberal Democrat
7	Bristol	3 rd Nomination	Labour
8	SGC	3 rd Nomination	Liberal Democrat
9	Bristol	4 th Nomination	Conservative
10	Bristol	5 th Nomination	Green
11	Bristol	6 th Nomination	Liberal Democrat

In line with previous years, it was also recommended that the voluntary arrangement with North Somerset Council continues and they appoint 3 councillors to attend Overview and Scrutiny for “Joint Committee” matters, made up of 1 Conservative and 1 Liberal Democrat, with independent councillors given an opportunity to nominate 1 Independent councillor to attend.

9.3 The constituent Councils make appointments and have advised WECA of their nominations to both committees.

10 A calendar of meeting dates was approved by the committee on 14 June.

11 WECA's Pay Policy statement is attached for approval also. This outlines the Authority's policies towards a range of issues relating to the pay (including severance pay) of its direct workforce its Chief Officers, as defined by the Local Government and Housing Act 1989 and all other employees (in accordance with provisions in the Localism Act). The policy will be reviewed, at least annually, to reflect any statutory changes (particularly in relation to public sector severance payments), anticipated in the coming year.

Consultation details

Members, CEOs, Directors, Officers of constituent authorities

Risk Management/Assessment

The Annual Governance Statement requires decision making processes to be set out in the Combined Authority's constitution

Finance Implications

No specific financial obligations arising directly from this report

Legal Implications

The constitution forms the basis of sound and robust decision making by the Combined Authority and must be reviewed regularly in order to ensure that it is fit for purpose

Human Resources Implications

The Pay Policy Statement will meet the Authority's obligations under the Localism Act 2011

[Section 38 (1)] and the associated statutory guidance set out in the Openness and Accountability in Local Pay: Guidance and Supplementary Guidance under section 40 of the Localism Act (February 2012 & 2013) together with the Local Government Transparency Code 2015 (February 2015)) from the Department for Communities and Local Government.

Equality Impact Assessment

The obligations in relation to the public sector equalities duty under section 149 of the Equality Act 2010 (PSED) have been assessed at each stage of the development process. It has been concluded that the immediate decision primarily relates to the arrangements that are required to be in place to enable the WECA Order to be lawfully implemented rather than decisions that could be deemed to impact on the rights of groups or individuals with a protected characteristic or others protected under the PSED.

As a body exercising public functions WECA is under an obligation to have regard to the PSED when exercising its functions. The WECA understands its Public Sector Equality Duty (PSED) obligations under section 149 of the Equality Act 2010 and will ensure that it complies with its PSED obligations.

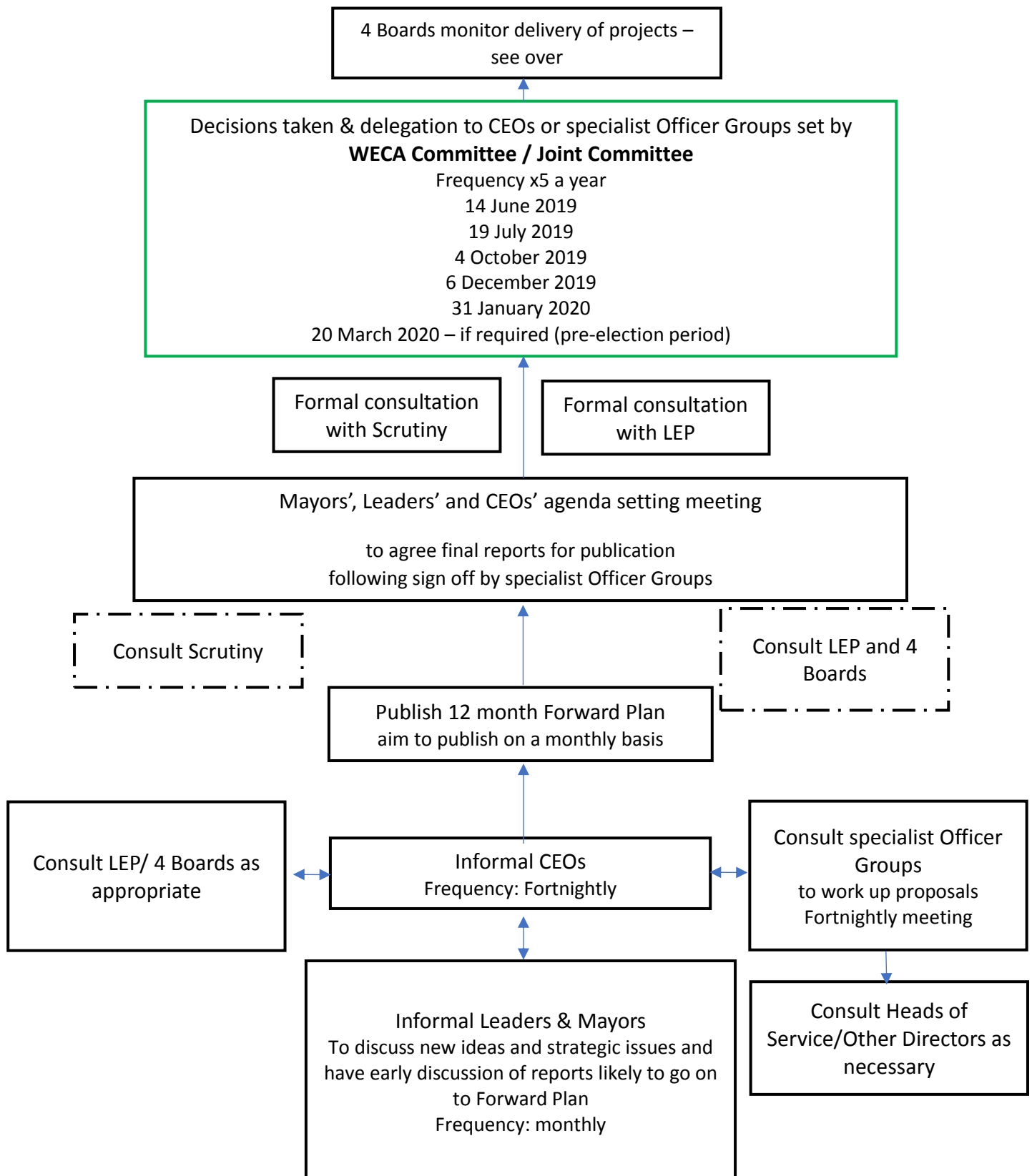
Background Papers

Constitution

Relevant Local Government Acts

West of England Combined Authority Order 2017

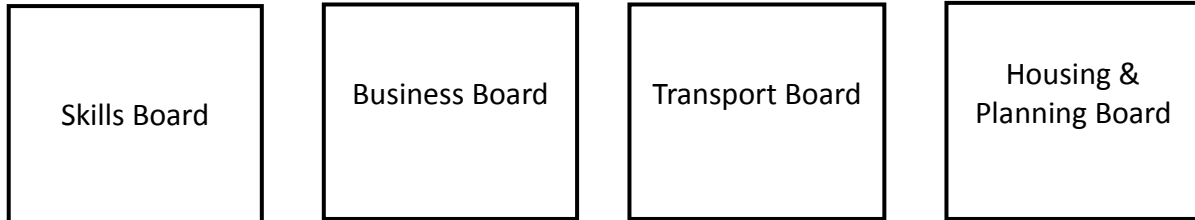
Diagram 1



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Diagram 1

Revised Structure of Boards



Membership of Boards:

- Leader/Mayor represented by Cabinet Leads – 1 per Board but 2 for Housing and Planning given the disciplines covered
- Agenda to be divided into WECA/Joint Committee items and N Somerset to participate in matters relating to Joint Committee
- Support from relevant Officers – with delegated decision making provision for WECA Officers e.g. up to 10% increase in costs of project subject to a maximum of £3 million increase, revised timelines for delivery provided overall slippage contained within contingency provision

Frequency of Meetings

- To meet 6 times a year

Purpose:

- To receive briefings on items in the forward plan
- To monitor delivery of projects agreed by WECA/Joint Committee. (Project highlight report template)

6 monthly strategic review meeting of all 4 Boards to include Mayors and Leaders/Chief Executives/Directors and LEP also

In addition to full LEP meetings, LEP to have business only meetings up to 6 times a year, instead of Board membership.

WEST OF ENGLAND COMBINED AUTHORITY

CONSTITUTION

Adopted 7 November 2017

Amended by **West of England Combined Authority**
Committee 1 June 2018

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Introduction

The West of England Combined Authority Order 2017 (“the Order”) came in to force on 9 February 2017. The Order establishes the West of England Combined Authority (“the Combined Authority”). The Combined Authority will operate under the statutory provisions set out in this Constitution and the Combined Authorities (Finance) Order 2017.

The Combined Authority provides a formal structure for the three authorities for the West of England area to give effect to the devolution deal with government. It has allowed for the transfer of powers and funding by central government to local government and gives the West of England region greater control over matters such as local transport, strategic planning and skills as well as levers to grow the local economy. The work to develop the Combined Authority has built upon existing successful joint working arrangements in the West of England. The exercise of the Authority’s statutory functions is defined in the West of England Combined Authority Order and the terms of reference of the Combined Authority are limited to the discharge of these functions.

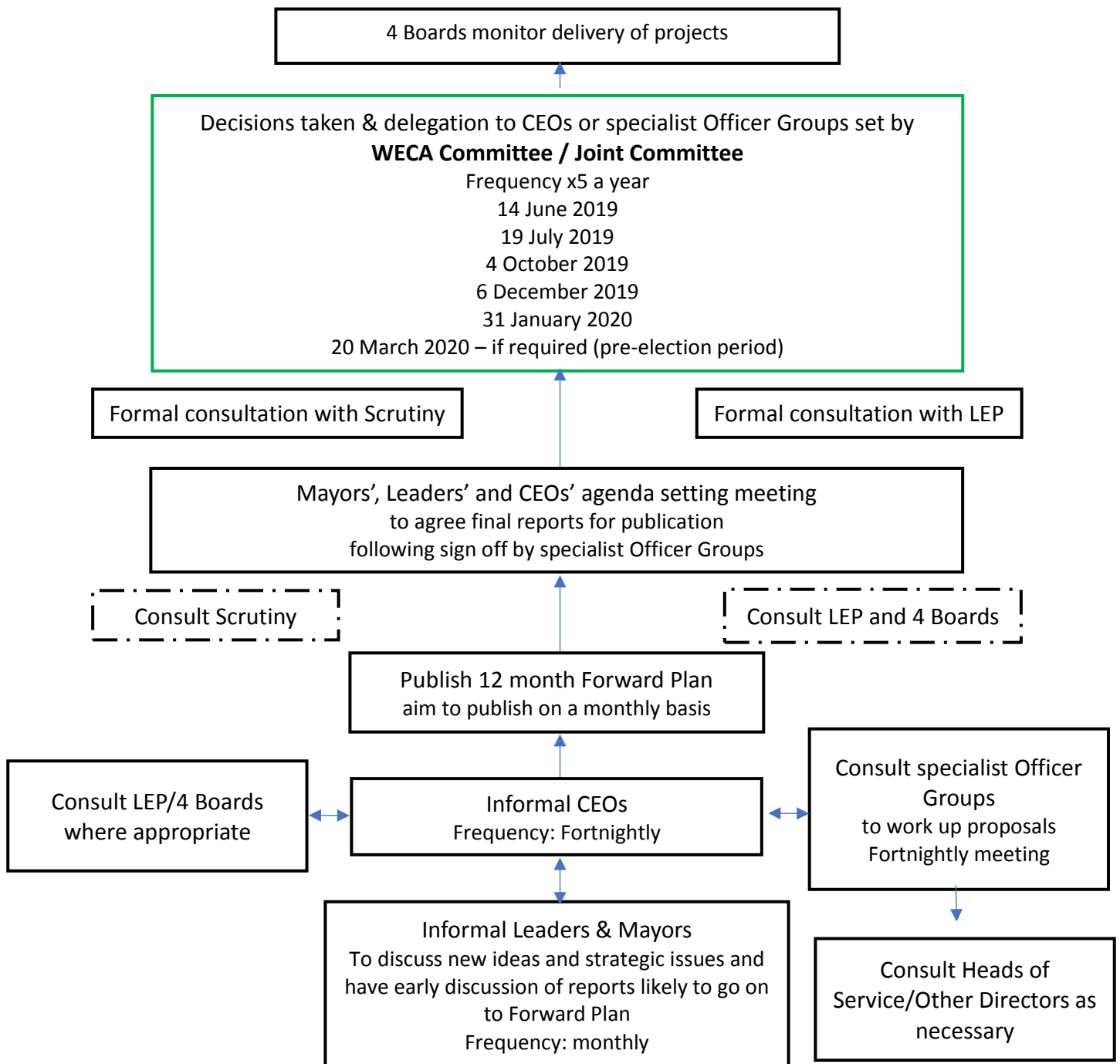
The West of England Joint Committee has been established under Section 101(5) of the Local Government Act 1972, as applied by Section 20 of the Local Government Act 2000 and Regulation 11 of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 by the Executives of Bath and North East Somerset Council, Bristol City Council, South Gloucestershire Council and North Somerset Council.

The West of England Joint Committee was established to deal with any relevant functions that fall outside those set out in the West of England Combined Authority Order 2017; in particular, the West of England Joint Spatial Plan and Joint Transport Plan, and any other relevant legacy matters that involve the West of England Combined Authority area together with North Somerset Council.

The West of England Local Enterprise Partnership (LEP) was set up in set up in 2011 by the Department for Business, Innovation and Skills and covers the unitary authority areas of Bath & North East Somerset, Bristol City, North Somerset and South Gloucestershire. The LEP is a business-led partnership between local businesses, universities and the West of England’s unitary and combined authorities to help determine local economic priorities and lead economic growth and job creation within the local area. The LEP makes recommendations to the West of England Combined Authority Committee and the West of England Joint Committee. The LEP is Chaired by a local business leader who is a non-voting member of the West of England Combined Authority Committee and the West of England Joint Committee.

West of England Governance

Diagram of West of England Combined Authority Structures and Arrangements



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Terms of Reference of West of England Combined Authority Committees and Other Bodies

The West of England Combined Authority Committee

The following sets out the functions and responsibilities of the West of England Combined Authority as set out in the West of England Combined Authority Order 2017

Core Strategic Functions

The West of England Combined Authority objectives:

- Contribute to providing strong collective leadership and strategic direction to realise the full economic potential of the West of England.
- Support the development and delivery of key strategies to improve the economic conditions across the West of England area.
- Contribute to the formulation and expression of joint views (of the West of England Mayor and the local authorities) to central government and other bodies and organisations in respect of legislation, proposed legislation and other matters of concern, interest or relevance to the West of England economy with a particular focus on removing barriers to growth and the delegation of additional powers and funding.
- Actively support the co-ordination of joint local authority activity across the West of England, including the activities of the Local Enterprise Partnership Business Board.
- Work with appropriate agencies and bodies both within and beyond the West of England in order to achieve any shared economic objectives.
- Ensuring arrangements are in place to report the proposals and activities of the **Combined Authority** to the constituent councils.
- Take any decisions required to deliver the West of England Devolution Deal(s) and the relevant Strategic Plans including additional funding, freedoms and flexibilities.
- Provide a formal and accountable forum for decision making relating to all relevant West of England Combined Authority functions.

Transport

The West of England Mayoral functions:

WEST OF ENGLAND COMBINED AUTHORITY CONSTITUTION – PART A – TERMS OF REFERENCE OF
THE WEST OF ENGLAND COMBINED AUTHORITY

- Devolved and consolidated local transport budget (including maintenance funding)
- Identify a Key Route Network
- Prepare a Local Transport Plan including:
 - Strategic infrastructure delivery plan
 - Bus strategy; including all quality partnership arrangements and Bus Services Bill Powers, for example franchising
 - Key Route Network (management and maintenance principles)

The West of England Combined Authority functions:

- Power to deliver Grants to the UAs for the exercise of highway functions.
- Integrated Transport Authority (ITA) powers:
 - Concessionary fares
 - Provision of local bus information
 - Community Transport
- MoU with Highways England and Network Rail

The West of England Mayoral functions: (with consent from the constituent Authority)

- Designation of a **non charging** Clean Air Zone

West of England Combined Authority and Unitary Authority Joint functions:

- Subsidised services - Socially necessary bus services

Planning and housing**The West of England Mayoral functions:**

- Combined Authority (Mayoral) Spatial Plan (from May 2018)
- Strategic planning powers:
 - Power to 'call-in' cross boundary, linear infrastructure (as identified in the Combined Authority (Mayoral) Spatial Strategy) planning applications;
 - Compulsory purchase powers (CPO) (with consent from the constituent Authority)
 - Power to create Mayoral Development Corporations (with consent from the constituent Authority).

The West of England Combined Authority functions:

- Promote the establishment of a Joint Assets Board for the West of England

Skills

The West of England Combined Authority functions:

- Responsibility for 19+ Adult Education Budget (commissioning from 17/18, budget from 19/20)
- Apprenticeship Grant for Employers (AGE) (to 31 July 2017)

The West of England Combined Authority functions held concurrently with Unitary Authorities (can be exercised independently by the CA and the UA's):

- Provision of education and training for persons over compulsory school age
- Power to provide for additional Nursery Schools
- Power to provide for suitable education and training to meet the reasonable needs of persons who are— (i) over compulsory school age but under 19, and (ii) subject to youth detention in their area
- Power to provide for boarding accommodation for persons with learning difficulties
- Power to provide for securing and encouraging work experience

Employment**The West of England Combined Authority functions:**

- Co-design and co-commission of the new work and health programme
- An assessment of economic conditions of the Combined Authority area (held concurrently with Unitary Authorities and so can be exercised independently by the Combined Authority and the Unitary Authorities):
- Support the West of England Growth Hub
- Support Invest Bristol & Bath

Finance**The West of England Mayoral functions:**

- Mayoral Budget of the Combined Authority
- Power to raise supplementary business rates to fund infrastructure (subject to the agreement of business and up to 2p per pound of rateable value)

The West of England Combined Authority functions:

- Creation and administration of the Single Investment Fund
- Approval of its borrowing limits
- Treasury management strategy including reserves, investment strategy, borrowing and budget of the Combined Authority including the amount of any expenses, including a levy, to be met by the constituent Councils

Governance and Other Administration

The West of England Combined Authority functions:

- Approval of the Combined Authority's Constitution and Standing Orders
- Exercise the General Power of Competence to the extent that those functions are exercisable for the purpose of economic development and regeneration
- Responsibility for developing regional policies and strategies, e.g. Industrial Strategy, Love our High Streets
- Power to encourage visitors and provide conference and other facilities
- Power to place staff at the disposal of other local authorities
- Power to arrange for publication of information etc. relating to the functions of the authority
- Power to prosecute and defend legal proceedings
- Powers to research and collect information

The Joint Committee

Terms of Reference of the Joint Committee comprising of the Constituent Councils of the West of England Combined Authority, the Mayor and North Somerset Council (“The Joint Committee”)

Summary of West of England Joint Committee Functions

The West of England Joint Committee is established under Section 101(5) of the Local Government Act 1972, as applied by **Section 9EB** of the Local Government Act 2000 and Regulation 11 of the Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 by the Executives of Bath and North East Somerset Council, Bristol City Council, South Gloucestershire Council, North Somerset Council. Following the election of the Mayor of the West of England Combined Authority, the Mayor shall become a member of the West of England Joint Committee.

The Joint Committee is established to deal with any relevant functions that fall outside those set out in the West of England Combined Authority Order 2017; in particular the West of England Joint Spatial Plan and Joint Transport Plan, the receipt of any relevant recommendations from the Local Enterprise Partnership Business Board and any other relevant legacy matters that involve the West of England Combined Authority area and the area of North Somerset Council.

Core Strategic Legacy Functions

The West of England Joint Committee functions:

- Prepare and adopt a Joint Transport Plan
- Prepare and adopt the Joint Spatial Plan
- Agreeing expenditure from the 2012 City Deal Funding including;
 - Economic Development Fund
 - 10-year Local Major Transport Funding allocation
 - The Growth Hub
- Approval of West of England One Front Door Programme Schemes including;
 - LGF Rounds 1, 2 and 3
 - Revolving Infrastructure Schemes
- Approving and Monitoring funding awarded for one off projects including from;
 - Cycling Ambition Fund
 - Local Sustainable Transport Fund
 - Better Bus Areas

- Review of the West of England Growth Fund
- Support the West of England Growth Hub
- Support Invest Bristol & Bath

The West of England Joint Committee will contribute to the following work that will be led by the West of England Combined Authority:

- The delivery and development of key strategies to improve the economic condition across the West of England area.

Matters requiring a decision on the following functions are to be determined by a majority of those Members in attendance, or their substitutes (one vote representing each Authority) and excluding the West of England Combined Authority Mayor, subject to the proviso that any such matter that solely impacts the area of a single unitary authority requires that unitary authority to vote in favour of the proposal:

- Agreeing expenditure from the 2012 City Deal Funding including;
 - Economic Development Fund
 - 10-year Local Major Transport Funding allocation
 - The Growth Hub
- Approval of West of England One Front Door Programme Schemes including;
 - Revolving Infrastructure Schemes
- Monitoring / approving application for existing joint funding awarded for one off projects including;
 - Cycling Ambition Fund
 - Local Sustainable Transport Fund
 - Better Bus Areas

Matters requiring a decision on the following functions are to be determined by a majority of those Members in attendance, or their substitutes (one vote representing each Authority) and including the West of England Combined Authority Mayor subject to the proviso that any such matter that solely impacts the area of a single unitary authority requires that unitary authority to vote in favour of the proposal:

- West of England One Front Door Programme Schemes including;
 - LGF Rounds 1,2 and 3
- West of England Growth Fund Review
- Support the West of England Growth Hub
- Support Invest Bristol & Bath

Matters requiring a decision on the following functions are to be determined by unanimous agreement of all Members, or their substitutes (one vote representing each Authority) and excluding the West of England Combined Authority Mayor:

- Prepare and adopt a Joint Local Transport Plan
- Prepare and adopt the Joint Spatial Plan

Save for the provision in Section A – Standing Orders (Descriptions and Rules of Procedure), that can only apply to a meeting of the West of England Combined Authority, the rules of procedure will apply to meetings of the Joint Committee save that the voting arrangements applicable to the Joint Committee shall be as referred to in these Terms of Reference.

The constitution and operation of the Overview and Scrutiny Committee and the Audit Committee are governed by the Combined Authorities (Overview and Scrutiny Committees, Access to Information and Audit Committee) Order 2016 which shall come into force on 8th May 2017.

The West of England Combined Authority Overview and Scrutiny Committee

Terms of Reference of the West of England Combined Authority Overview and Scrutiny Committee ("the Overview and Scrutiny Committee")

The functions of the Overview and Scrutiny committee primarily relate to scrutinising the work of the **West of England Combined Authority** and the West of England Joint Committee ("Joint Committee") and making appropriate recommendations as to the discharge of its function.

The Overview and Scrutiny Committee shall have the power to:-

- (i) Review or scrutinise decisions made or other actions taken, in connection with the discharge of any functions which are the responsibility of the **Combined Authority** or the Joint Committee;
- (ii) make reports or recommendations to the **Combined Authority** or the Joint Committee (as appropriate) on matters that affect the **Combined Authority** area or the inhabitants of the area;
- (iii) make reports or recommendations to the **Combined Authority** or the Joint Committee (as appropriate) with respect to the discharge of any functions which are the responsibility of the **Combined Authority** or the Joint Committee;
- (iv) In so far as the business of the Local Enterprise Partnership Business Board (LEP) relates to the discharge of functions of the **Combined Authority** or the Joint Committee, the Overview and Scrutiny Committee shall have the power to scrutinise the LEP as set out in (i) –(iii) above.

Save for the provision in Section A – Standing Orders (Descriptions and Rules of Procedure), that can only apply to a meeting of the West of England Combined Authority, the rules of procedure will apply to meetings of the West of England Overview and Scrutiny Committee.

The West of England Combined Authority Audit Committee

The functions of the audit committee shall include:

- (i) reviewing and scrutinising the authority's financial affairs;
- (ii) reviewing and assessing the authority's risk management, internal control and corporate governance arrangements;
- (iii) reviewing and assessing the economy, efficiency and effectiveness with which resources have been used in discharging the authority's functions; and
- (iv) making reports and recommendations to the Combined Authority in relation to the reviews they have conducted.
- (v) To consider and approve the Annual Statutory Accounts

Save for the provision in Section A – Standing Orders (Descriptions and Rules of Procedure), that can only apply to a meeting of the West of England Combined Authority, the rules of procedure will apply to meetings of the Audit Committee.

West of England Hearings Sub-Committee

The Audit Committee shall appoint a Hearings Sub-Committee

1. Composition of Hearings Sub-Committee

1.1 Membership

The Hearings Committee will be composed of:

- 3 members of the Audit Committee (None of whom will be the Mayor); and
- One person appointed by the Combined Authority who is not a Member or officer of the Combined Authority, or an elected member or officer of any of the Constituent Councils ('the Co-Opted Independent Member')

1.2 Co-opted Independent Member

The Co-opted Independent Member will not be entitled to vote at meetings of the Committee.

1.3 Chairing the Committee

The Combined Authority will appoint the Co-opted Independent Member as Chair of the Committee. In the absence of the appointed Chair, the Committee will be chaired as determined by the Committee.

1.4 Quorum

The quorum for the Hearings Committee is three, of whom at least one member must be the Co-opted Independent Member (provided that the Co-opted Independent Member is not prevented or restricted from participating by virtue of the Combined Authority's Code of Conduct).

1.5 Voting

Each member to have one vote, no member is to have a casting vote. The co-opted Independent member has no vote.

Terms of Reference for Hearings Sub-Committee

1. Dealing with allegations of Breach of the Member Code of Conduct, where these are referred to them by the Monitoring Officer, and the imposition of sanctions as appropriate in accordance with the law, the Authority's Constitution and relevant procedures adopted by the Authority.

2. Consideration of applications for dispensation to allow members to participate in consideration of matters in which they would, but for a dispensation, not be able to participate, in circumstances permitted by law.

Regional Capital Board

Purpose

The purpose of the Regional Capital Board is to provide a regular forum for public organisations responsible for the delivery of strategic infrastructure schemes in the West of England.

Context

This Board is a key part of the West of England Combined Authority and Joint Committee stakeholder engagement programme. Whilst this is not a decision-making Board, comments from this Board may be passed on to the West of England Combined Authority Committee and Joint Committee. Members of the Board may also be invited to attend the Combined Authority/Joint Committee Boards to update on specific programmes and projects.

Membership

The Regional Capital Board will be chaired by the West of England Combined Authority Mayor. Membership will include the Leaders, Mayors and Chief Executives of the Constituent Authorities, together with Chairs and Chief Executives of the public organisations working across the West of England as follows:

- Network Rail
- Homes & Communities Agency
- Ministry for Housing Communities and Local Government
- Department for Transport
- Highways England
- Environment Agency
- Local Nature Capital
- West of England Local Enterprise Capital

Lead officers from the West of England Combined Authority and Strategic Directors from the constituent councils will attend the Board in an advisory capacity.

Key delivery stakeholders will be invited to attend the Regional Capital Board to discuss specific programmes and projects.

Secretariat

The meetings will be managed by the West of England Combined Authority Democratic Services Team on behalf of both the West of England Combined Authority and the Joint Committee.

Agenda Items

Agendas will focus on strategic delivery in the region and will be structured around ongoing and emerging programmes:

- Housing (including Investment Fund and Housing Deal)
- Transport (including MetroWest, Transforming Cities Fund)
- Major Projects and Programmes

Frequency of Meetings

The Board will convene quarterly at the West of England Combined Authority Offices in Bristol

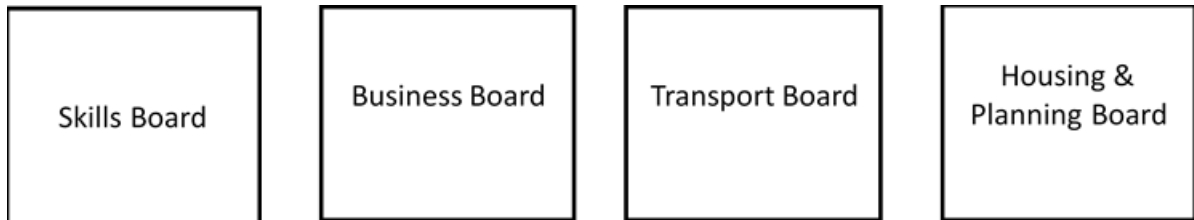
Working Groups

The Board may agree to allocate preparation of more detailed reports and investigations to working groups comprising members of the Board or nominated staff from their organisations, as agreed with the Board.

Combined Authority/Joint Committee Boards

Terms of Reference

There will be 4 Boards



Purpose

To receive briefings on items in the Combined Authority Committee and Joint Committee forward plans.

To provide strategic guidance and advice to the West of England Combined Authority, West of England Joint Committee and Local Enterprise Partnership on Housing & Planning; Transport; Business; and Skills matters.

To monitor delivery of projects agreed by the Combined Authority and the Joint Committee

The Boards shall not make decisions and shall operate within the remit approved by the West of England Combined Authority or Joint Committee as appropriate.

The Boards shall seek to work on the principle of consensus.

Each Board shall:

- Provide guidance and advice to the West of England Combined Authority or Joint Committee as appropriate on matters relevant to the responsibilities of the Board.
- Provide direction and support in relation to the development, delivery and implementation of policies, strategies and schemes being promoted by the West of England Combined Authority or Joint Committee as appropriate
- Provide specialist and technical advice on projects and investment programmes.
- Identify any opportunities for joint working across the Boards to ensure the Boards are able to provide collective views to the West of England Combined Authority or Joint Committee as appropriate

- Have oversight of projects and programmes; raising issues and giving their views to the West of England Combined Authority, Joint Committee and Local Enterprise Partnership

Membership

The West of England Combined Authority Mayor and the Leader/Mayor of each of the Constituent Authorities represented by Cabinet Leads

Support will be provided by relevant Officers with delegated decision making provision for Combined Authority Officers

Appointments:

Each constituent council will nominate its portfolio holding member(s)

Meetings

The Boards will meet 6 times a year in accordance with the approved calendar of meetings

A strategic review meeting of all 4 Boards will be held every 6 months, and include the Mayors and Leaders, Chief Executives and Directors and LEP.

Conflicts of interest

Members of the boards are bound by their Council's Members Code of Conduct and shall act accordingly.

West of England Local Enterprise Partnership

Terms of Reference

Purpose

The purpose of the West of England LEP Board is to secure the region's continuing and ambitious economic success and attractiveness as a place for its residents to live and thrive and for businesses and communities to grow in a sustainable way.

The LEP Board is a business led partnership between business/universities and the region's unitary and combined authorities. It brings business and university leaders together with elected leaders to shape and develop the future of the region. The LEP Board works in a collaborative and catalytic way seeking to share and test ideas informed by best practice from across the globe to ensure that actions are evidence based and draw upon the best in the world.

Key responsibilities

The LEP Board is responsible for:

- Shaping a compelling and ambitious strategic vision, strategy and brand for the region
- Promoting, developing, supporting and championing the economic success of the region
- Supporting the attraction of new inward investment and nurturing business development, innovation and creativity
- Defining and articulating the LEP Boards view of regional infrastructure to support and reflect the region's continuing economic success and enabling a healthy and productive population to thrive
- Shaping regional policy to ensure that the region has the higher-level skills it needs to deliver its ambitions for a high skills economy
- Shaping regional policy to ensure all residents can compete for jobs and can benefit from the region's success.
- Promoting the regions' interests with Government

The LEP Board will achieve this by:

- Providing a forum for political leaders, business leaders and innovators to come together to share insights, challenge, test and exchange ideas, collaborate and catalyse projects, championing the outcomes and delivering sustainable futures

- Developing their understanding of and intelligence on the region's economy and its future potential and direction
- Shaping a powerful, compelling and ambitious regional narrative and brand which is supported and promoted by the region's key influencers and shapers
- Shaping a set of strategic priorities for nurturing business, skills and infrastructure development
- Shaping key projects to deliver the region's vision and strategy such as the Joint Spatial Plan, Joint Transport Plan and skills projects
- Promoting the region nationally and internationally to raise its profile, attract and retain key businesses and sectors, and, secure funding for investments
- Working with business and political leaders in neighbouring authorities and nationally to support the development of the region's economy, infrastructure and skills
- Working with other partners in the region to shape and agree priorities and investment decisions (e.g. Network Rail and Highways England)
- Informing LEP Board and Combined Authority prioritisation and funding decisions.
- Providing a platform for wider business engagement in the region to ensure a good understanding of regional business need.

Membership

The membership of the full LEP Board is:

- Up to fourteen business members one of whom shall be the LEP Board Chair
- One Higher Education representative
- The Mayor of the West of England Combined Authority, the Mayor of Bristol City Council and the Leaders of Bath and North East Somerset Council, South Gloucestershire Council and North Somerset Council. ("Local Authority Members")

Business members will be senior leaders able to influence and advise both within the region and beyond. They will have knowledge and expertise in a range of industry sectors representing the key growth areas in the region's growth strategy; this will include both primes and SMEs and should deliver a diverse Board.

At least one third of the business membership will be women.

At least one of the business members will represent and engage with the small and medium sized enterprise business community.

No substitutions are allowed.

Term

The term of the chair and vice chair will be three years from date of appointment.

The term of business members and university member will be up to three years from the date of appointment. Terms will be staggered to ensure continuity amongst the membership.

Members to serve a maximum of 2 terms (renewal of term will not be automatic).

Appointment of business members

The LEP Chair in consultation with the Business Nominations Committee [a sub-Board of the LEP] is responsible for nominating business members including the vice chair, and the Higher Education representative, for approval by the LEP Board.

The Vice Chair in consultation with the Business Nominations Committee is responsible for the nomination of the Chair, for approval by the LEP Board’.

Frequency of Meetings

The Business Members shall meet 6 times a year and will consider, debate and shape key decisions and papers for the West of England Combined Authority and the West of England Joint Committee.

A meeting of the Full LEP Board, including the Mayor of the West of England Combined Authority, the Mayor of Bristol City Council and the Leaders of Bath and North East Somerset Council, South Gloucestershire Council and North Somerset Council will be held 6 times a year.

The Chair of the LEP is a non-voting member of the West of England Combined Authority and the West of England Joint Committee.

LEP members will attend the strategic review meeting, held every 6 months, to consider the 4 Boards:

- Housing & Planning Board
- Transport Board
- Business Board
- Skills Board

The West of England LEP is committed to holding an Annual General Meeting: open to the public to attend.

Declaration of Interest

All members are required to comply with the Code of Conduct and Conflict of Interests Policy.

All Board members should take personal responsibility for declaring their interests and avoiding bias. This should be evidenced by producing and signing a register of interests including:

- employment,
- directorships,
- significant shareholdings,
- land and property,
- membership of organisations,
- gifts and hospitality,
- sponsorships.

Members should ensure that the register of interests is kept up to date. These will be published on the LEP website.

Employment and Appointments Committee

The Role of the Committee

To exercise all powers and duties of the West of England Combined Authority under section 112 of the Local Government Act, 1972 relating to its role as an employer.

To oversee appointments of Chief Executive/Head of Paid Service and Directors of the West of England Combined Authority.

To hear staff appeals requiring Member level involvement, under accepted national or West of England Combined Authority conditions of service.

To conduct investigatory hearings requiring Member level involvement under accepted national or West of England Combined Authority conditions of service.

To determine on behalf of the Authority its powers and duties as an employer relating to pensions.

The Committee's Span of Responsibility

All matters relating to the role of the West of England Combined Authority as an employer

Appointments of Chief Executive/Head of Paid Service and Directors of the West of England Combined Authority

All appeals or investigatory hearings requiring Member consideration

Membership

The Committee when meeting to consider ordinary business, or as a hearing, will comprise the Mayor of the West of England Combined Authority (Chair) and the Leaders of the 3 constituent authorities

Delegations

General Delegations to Statutory Officers

The West of England Combined Authority (the Combined Authority) is required by law to appoint four statutory officers, being the Head of Paid Service, Monitoring Officer, s73 Officer, and Statutory Scrutiny Officer.

The appointment of all staff must be made solely for the discharge of the statutory functions of the Combined Authority which are defined in the Order. The Combined Authority is subject to the obligations placed on all public authorities by the requirements of value for money and will be subject to internal and external audit in this respect.

Expenditure on the establishment of a staff structure requires the approval of the Combined Authority.

1. CHIEF EXECUTIVE

- 1.1 To be Head of Paid Service
- 1.2 To exercise the Combined Authority corporate functions as appropriate
- 1.3 To incur expenditure in the event of a civil emergency
- 1.4 In cases of urgency or emergency, to take any decision on behalf of the Combined Authority (after consultation with the Mayor)
- 1.5 For the purposes of the Local Government (Contracts) Act 1997, authority for the Chief Executive and any one of the following namely the Chief Financial Officer and the Monitoring Officer to sign each certificate given under the Act.
- 1.6 To make decisions on employee terms and conditions, (including procedures for dismissal), except those relating to:-
 - a) Directors
 - b) changes to the Combined Authority corporate pay grade structure;
 - c) changes to employee terms and conditions which are the subject of contention with the trades unions;

1.7 To be responsible for emergency planning and management services (personal legal responsibility).

1.8 Revenue Budget Virements

All budget virements are subject to the overall Combined Authority Budget remaining within the total Budget envelope approved by the West of England Combined Authority Committee for the financial year.

The Chief Executive may, in consultation with the Combined Authority Mayor and s73 Officer, approve virements between Combined Authority Approved Budget heads up to an individual virement limit of £50,000 up to an annual limit of £100,000 provided that the virement does not represent a change in policy or commit the Combined Authority to net increased costs either within year or on an on-going full year basis.

All virements approved within the delegations above must be reported for information to the West of England Combined Authority Committee through the next available Outturn Budget Report.

1.9 Urgency

In cases of urgency, funding may be approved for use from general fund balances, or other un-earmarked reserves, by the Chief Executive in consultation with the Combined Authority Mayor and s73 Officer up to a maximum amount of £100,000 subject to such balances being available within those reserves and the decision being reported to the next West of England Combined Authority Committee

2. SECTION 73 OFFICER

- 2.1 To be the officer with responsibility for the proper administration of the **Combined Authority's** financial affairs under **s73** of the Local Government Act 1985 and meeting the requirement under s113 and s114 of the Local Government Finance Act 1988 to be a member of one of the recognised accountancy bodies.
- 2.2 To be a member of one of the recognised accountancy bodies.
- 2.3 To nominate a properly qualified member of staff to deputise should the Chief Financial Officer be unable to perform their duties.

2.4 Revenue Budget Virements

The **Combined Authority** Directors may, in consultation with the **s73** Officer, approve virements between **Combined Authority** Budget heads within their areas of direct responsibility up to an individual virement limit of £10,000 up to an annual limit of £25,000 provided that the virement does not represent a change in policy or commit the **Combined Authority** to net increased costs either within year or on an on-going full year basis.

All virements approved within the delegations above must be reported for information to the **West of England Combined Authority** Committee **through** the next available Outturn Budget Report.

2.5 Grant Funding

The **s73** Officer may accept grant offers on behalf of the **Combined Authority** subject to all terms and conditions set out by the grant awarding body.

3. MONITORING OFFICER

Functions of the Monitoring Officer

- 3.1 All proper officer functions not allocated to other officers. Clerk and Solicitor to the **West of England Combined Authority**.
- 3.2 Authority to affix the Common Seal of the **West of England Combined Authority**.
- 3.3 Local Government Act 1972 Part V – General Provisions as to members & Proceedings of Local Authorities
- a) Section 83(1) to (4) – Witness and Receipt of Declarations of Acceptance of Office.
 - b) Section 84 – Receipt of Declaration of Resignation of Office.
 - c) Section 88(2) – Convening meeting to fill casual vacancy of Chairman.
 - d) Section 89(1)(b) – Receipt of Notices of Casual Vacancy.
 - e) Section 99 and Schedule 12 Paragraph 4(2)(b) – Signature of Summonses to **Combined Authority** Meetings.
 - f) Section 99 and Schedule 12 Paragraph 4(3) – Receipt of Notices regarding Addresses to which Summonses to Meetings to be sent.

Access to Information

- a) Section 100B(2) – Exclusion of exempt items from public access.
- b) Section 100B(7)C – Provision of copies of documents to newspapers.
- c) Section 100C(2) – Provision of written summary of exempt proceedings.
- d) Section 100D(1)(a) – Preparation of lists of background papers.
- e) Section 100D(5) – Identification of background papers to a report.
- f) Section 100F(2) – Identification of exempt information not to be disclosed.

General Provision – Documents and Notices etc

- a) Section 228(3) – Inspection of accounts.
- b) Section 229(5) – Certification of official documents.
- c) Section 231(1) – Receipt of Notices served on the **Combined Authority**
- d) Section 233 – Service of Notices by the **Combined Authority**
- e) Section 234(1) & (2) – Signing of Documents.
- f) Section 238 – Certification of bylaws.

3.4 Local Government (Committees & Political Groups) Regulations 1990

- a) Regulation 8 – Receipt of notice of formation of political groups and changes in membership of political groups.

3.5 Localism Act

- a) To exercise delegations as set out in the Constitution (including Standing Orders)
- b) Receipt of members register of interests.

3.6 Appointments

- a) To appoint councillors/added or non-councillor members to committee seats allocated to political groups or nominating bodies (or to make changes, fill vacancies or give effect to temporary membership changes – “substitutions”) in accordance with the wishes of political groups or added-member nominating body.
- b) To make appointments to outside bodies in accordance with the wishes of political groups in respect of the places allocated to them and also to fill casual vacancies in the same way.

3.7 Dispensations

To grant dispensations from section 31(4) of the Localism Act 2011 in consultation with the Independent Person if, having had regard to all relevant circumstances, the Monitoring Officer:-

- a) considers that without the dispensation the number of persons prohibited by section 31(4) of the Localism Act 2011 from participating in any particular business would be so great a proportion of the body transacting the business as to impede the transaction of the business; or
- b) considers that without the dispensation the representation of different political groups on the body transacting any particular business would be so upset as to alter the likely outcome of any vote relating to the business; or
- c) considers that granting the dispensation is in the interests of persons living in the Authority’s area; or
- d) considers that it is otherwise appropriate to grant a dispensation

3.8 Representing the West of England Combined Authority in the courts, tribunals or at public inquiries

- (a) To authorise the institution, defence, withdrawal or compromise of any civil claims or legal proceedings, and or criminal proceedings, in consultation with the relevant chief officer, except where power to institute proceedings is delegated to specific officers.
- (b) To appear personally or authorise officers (or agents) of the Combined Authority to appear on the Combined Authority's behalf in court proceedings or at any tribunal or public or local inquiry.
- (c) To engage counsel (or, where appropriate, others with suitable rights of audience) to represent the Combined Authority at any proceedings.
- (d) To defend and settle (subject to consultation with the relevant chief officer and the Head of HR) any Employment Tribunal proceedings, except where any cases involve policy or are of particular sensitivity, when decisions are subject to consultation with the appropriate Committee Chair.

3.8 Nomination of officers

- a) To nominate a properly qualified officer to deputise for the Monitoring Officer should the Monitoring Officer be unable to perform their duties.
- b) To nominate a suitably qualified officer to act as the statutory scrutiny officer of the West of England Combined Authority.

4. STATUTORY SCRUTINY OFFICER

Originally introduced by the Local Democracy, Economic Development and Construction Act 2009, English councils are required to designate a “statutory” scrutiny officer, as per the legislative provision found at s9FB of the Local Government Act 2000 (the legislative framework having been altered by the Localism Act 2011).

The Combined Authority shall therefore designate an appropriate officer as the Statutory Scrutiny Officer for the authority.

In accordance with the legislation, the Statutory Scrutiny officer’s role is:

- To promote the role of the authority’s overview and scrutiny committee(s);
- To provide support to the authority’s overview and scrutiny function;
- To provide guidance to members and officers of the council in relation to overview and scrutiny functions.

The Statutory Scrutiny Officer cannot be the authority’s Head of Paid Service, the Monitoring Officer or the Chief Finance Officer.

Standing Orders (Descriptions and Rules of Procedure)

A1. Definitions

A1.1 Definitions used throughout the constitution are:

- a) **'Clear working day'** means Monday to Friday and excludes public holidays. For clarification 5pm is regarded as the end of the working day.
- b) **'The Combined Authority'** means the West of England Combined Authority (and any reference to Authority means the Combined Authority)
- c) **'Constituent Council'** means any of the following (as the case may be) and Constituent Authorities shall be construed accordingly:

Bath and North East Somerset Council
Bristol City Council
South Gloucestershire Council
- d) **'The Constitution'** means this constitution as varied from time to time in accordance with the terms of the Constitution
- e) **'Mayor'** means the Mayor of the Combined Authority area
- f) **'Member'** means the Mayor, a member of the Combined Authority appointed in accordance with this Constitution and shall also include substitute members where appropriate
- g) **'West of England'** and/or 'Area of the Combined Authority' means the area consisting of the combined areas of the Constituent Authorities
- h) **'The Offices of the Combined Authority'** means 3 Rivergate, Temple Quay, Bristol BS1 6EW
- i) **'The Order'** means West of England Combined Authority Order 2017

- j) **‘Standing Orders’** means these Procedure Standing Orders, the Contractual Standing Orders, the Financial Regulations of the **Combined Authority** and any other procedures, protocols, rules, policies and governance arrangements from time to time adopted by the Combined Authority and designated as Standing Orders of the Combined Authority
- k) The Constitution sets out how the Combined Authority operates and how decisions are made and the procedures that are to be followed to ensure that the Combined Authority operates lawfully efficiently, effectively and is both transparent and accountable.

A2. Interpretation

- A2.1 The Constitution shall be interpreted in accordance with the provisions set out below:-
 - a) the masculine includes the feminine and vice versa;
 - b) the singular includes the plural and vice versa;
 - c) a reference to any clause, sub-clause, paragraph, schedule, appendix recital or annex is, except where expressly stated to the contrary, a reference to such clause, sub clause, paragraph, schedule, appendix, recital or annex of and to this Constitution;
 - d) save where otherwise provided in this Constitution, any reference to this Constitution or to any other document shall include any permitted variation, amendment or supplement;
 - e) any reference to any enactment, order, regulation or other similar instrument shall be construed as a reference to the enactment, order, regulation or instrument as amended, replaced, consolidated or re-enacted;
 - f) headings are for convenience of reference only; and
 - g) words preceding “include”, “includes”, “including” and “included” shall be construed without limitation by the words which follow those words.

A3. Interpretation of Standing Orders

- A3.1 The person presiding at a meeting of the Combined Authority shall make any final decision about how Standing Orders should be interpreted and applied to any of the Combined Authority's meetings, and on any question of procedure not otherwise provided for within these Standing Orders.

A4. Membership of the Authority

- A4.1 Each constituent council must appoint one of its elected members to be a member of the Combined Authority.
- A4.2 Each constituent council must appoint two of its elected members, one of whom is to act [at any one time] as a member of the Combined Authority in the absence of the member appointed under paragraph A4.1 ("the substitute member").
- A4.3 A person ceases to be a member or substitute member of the Combined Authority if they cease to be a member of the constituent council that appointed them.
- A4.4 A person may resign as a member or substitute member of the Combined Authority by written notice served on the proper officer of the constituent council that appointed them, and the resignation takes effect on receipt of the notice by the proper officer of the council.
- A4.5 Where a member or substitute member of the Combined Authority's appointment ceases, the constituent council that made the appointment must, as soon as practicable, give written notice of that fact to the Monitoring Officer and appoint another of its elected members in that person's place.
- A4.6 A constituent council may, at any time, terminate the appointment of a member or substitute member appointed by it to the Combined Authority and appoint another one of its elected members in that person's place.
- A4.7 Where a constituent council exercises its power under paragraph A4.6, it must give written notice of the new appointment and the termination of the previous appointment to the Monitoring Officer and the new appointment shall take effect and the previous appointment terminate at the end of fourteen days from the date on which the notice is given or such longer period not exceeding one month as is specified in the notice.

- A4.8 Save for the Mayor, there shall be no Basic Allowance or Special Responsibility Allowance payable to any member. The reimbursement of any travel or subsistence expenses will be the responsibility of each member's appointing authority.

A5. Suspension of Standing Orders

- A5.1 The Combined Authority may by resolution suspend Standing Order 18 (order of business) for the duration of a meeting if all the members appointed by separate Constituent Authorities of the Combined Authority are present and resolve to do so.
- A5.2 Any motion to permanently add to, vary or revoke any Standing Order will, when proposed and seconded, stand adjourned without discussion to the next meeting of the Combined Authority.

A6. Chair of the Combined Authority

- A6.1 The Mayor shall be the chair of the Combined Authority

A7 Annual Meeting

- A7.1 The Combined Authority will normally hold an annual meeting every year, between 1 March and 30 June, at a time fixed by the Combined Authority.
- A7.2 The annual meeting will:-
- a) elect the Vice Chairs of the Combined Authority from among the members appointed by Constituent Authorities in accordance with the provisions of the Order;
 - b) appoint such committees, their membership and Chair/Vice-Chair as the Combined Authority considers appropriate;
 - c) appoint members to outside bodies;
 - d) agree the date and time for the ordinary meetings of the Combined Authority for the forthcoming year; and
 - e) consider any other business set out in the notice convening the meeting.

A8. Ordinary Meetings

A8.1 The Combined Authority may decide to hold any number of ordinary meetings in a municipal year, in addition to its annual meeting. Each ordinary meeting shall be held at such date and time as the Combined Authority decides.

A8.2 At each ordinary meeting, the Combined Authority will:-

- a) approve the minutes of the last meeting;
- b) receive any declarations of interest from members;
- c) consider minutes/reports from any committee of the Combined Authority;
- d) consider motions submitted in the name of a member of the Combined Authority; and
- e) consider any other business specified in the notice convening the meeting.

A8.3 All proposed **key** decisions will be identified in the Forward Plan of the Combined Authority which shall be published at least 28 days in advance of the date upon which the decision is to be taken.

A8.4 A “key decision” means a decision of a decision-maker which is likely:

(a) to result in the West of England Combined Authority or the Mayor incurring significant expenditure, or the making of significant savings, having regard to the Authority’s budget for the service or function to which the decision relates;

and/or

(b) to be significant in terms of its effects on persons living or working in an area comprising two or more wards or electoral divisions in the area of the West of England Combined Authority.

In relation to expenditure or savings referred to in a), as a guide, this will ordinarily be taken to mean that a Key-Decision will result in expenditure or savings in excess of £0.5m revenue, or £3m capital.

A8.5 All Decisions taken will be published in a Decision Schedule as soon as reasonably practicable after the date on which the decision was taken. The Decision Schedule shall specify the date after which the decision (if not subject to call-in in accordance with Standing Order A.31) is capable of implementation.

A9. Extraordinary Meetings

A9.1 Subject to compliance with Standing Order A9.5 or A9.6 below (Urgent Decisions) an Extraordinary Meeting of the Combined Authority may be called in the following circumstances:-

- a) by a Combined Authority resolution; or
- b) by the Chair of the Combined Authority at any time; or
- c) by the Head of Paid Service of the Combined Authority at any time, ; or
- d) all three Constituent members of the Combined Authority who have signed a requisition which has been presented to the Chair of the Combined Authority (the meeting is called if, after five clear working days following the receipt of such a requisition, the Chair of the Combined Authority has refused to call a meeting).

A9.2 Any requisition under clause A9.1 (d) will be addressed to the Monitoring Officer of the Combined Authority by being delivered to the offices of the Combined Authority. The requisition will indicate the business to be transacted at the meeting.

A9.3 The date, time and location of any extraordinary meeting will be fixed by the Monitoring Officer after consultation with the Chair.

A9.4 Public Participation at Extraordinary meetings:

Public petitions, questions and statements will be accepted for extraordinary meetings, but they must relate to the business for which the extraordinary meeting has been arranged. The same deadlines for submission will apply as specified for ordinary meetings.

A9.5 Cases of Special Urgency

Where the date by which a key decision must be made makes compliance with article 12 impracticable, the decision may only be made where the decision maker has obtained agreement from—

- a) the chair of the relevant overview and scrutiny committee; or
 - b) if there is no such person, or if the chair of the relevant overview and scrutiny committee is unable to act, the vice-chair of the relevant overview and scrutiny committee; or
 - c) where there is no chair or vice chair of the relevant overview and scrutiny committee and no chair of the Combined Authority, the vice-chair of the Combined Authority,
- that the making of the decision is urgent and cannot reasonably be deferred.

- A9.6** As soon as reasonably practicable after the decision maker has obtained agreement under A9.5 that the making of the decision is urgent and cannot reasonably be deferred, the decision maker must—
- a) make available to the public at the offices of the Combined Authority a notice setting out the reasons why the meeting is urgent and cannot reasonably be deferred; and
 - b) publish that notice on the Combined Authority's website.
- A9.7** All decisions taken will be published on the Decision Schedule.
- A9.8** The call-in procedure set out in Standing Order A31.3 below shall not apply where the decision has been taken as an Urgent Decision. Standing Order A31.5 shall apply.

A10. Place of Meetings

- A10.1** The Combined Authority shall hold its meetings at any place within the area of the Combined Authority, as deemed appropriate in terms of accessibility considerations.

A11. Notice of Meetings and the Notice to Attend

- A11.1** At least five clear working days before a meeting of the Combined Authority, the Monitoring Officer will sign a notice to attend the meeting, which sets out the business to be carried out at the meeting together with the date and time, which shall be sent in electronic format to every member.
- A11.2** The Chair shall have agreed the business to be considered at any ordinary meeting of the Combined Authority in consultation with the Head of Paid Service.
- A11.3** The notice of meetings will be carried out in accordance with the Access to Information Procedure Rules.

A12. Public Access to Agenda and Reports

- A12.1** Subject to A12.3 below, at least five clear working days before a meeting of the Combined Authority, the Monitoring Officer will make available for inspection by the public at the offices of the Combined Authority a copy of the agenda and (subject to A12.4 below) reports for the meeting.

- A12.2 Where an additional item is added to an agenda, copies of which are open to inspection by the public, copies of the item (or of the revised agenda) and copies of any report for the meeting relating to the item (subject to A12.4 below), shall be open to inspection from the time the item is added to the agenda.
- A12.3 Nothing in A12.1 or A12.2 above requires copies of any agenda, item or report to be open to inspection by the public until copies are available to members.
- A12.4 Where a report or any part of a report is not open to public inspection, the Monitoring Officer will mark the report (or the part) 'Not for publication'; and state on the description of the exempt information by virtue of which the Combined Authority is likely to exclude the public.
- A12.5 All information shall be dealt with by the Combined Authority in accordance with the Access to Information Procedure Rules.

A13. Access to meetings and Public Participation at meetings

Access to meetings

A13.1 Meetings open to the public

- a. Every Committee meeting of the Combined Authority shall be open to the public except that the public will be excluded (during the whole or part of the proceedings) to prevent the likely disclosure of confidential information, or, by committee resolution, to prevent the likely disclosure of exempt information.
- b. A motion to exclude the public may be moved without notice at any meeting in relation to an item of business whenever it is likely that, if members of the public were present for that item, there would be disclosure of exempt information.

Public participation

A.13.2 Total time available for public participation items:

The total time available at a meeting for public participation items is 30 minutes.

In presenting a petition or a statement at a meeting, members of the public are

permitted to speak for up to a maximum of 3 minutes. Given that the total time available is 30 minutes, individual speaking time may sometimes be reduced at the discretion of the Chair depending on how many public items are received, in the interests of enabling as many people as possible to present their item within the time available. All public items will in any event be circulated in advance of the meeting to committee members once the deadlines for the submission of public items have passed.

A 13.3 Public questions:

- a. Any member of the public can submit a maximum of 2 written questions to any Committee meeting. Questions must not include “sub-sets” of further questions.
- b. Questions must be about a matter falling within the Combined Authority’s remit / areas of responsibility..
- c. In submitting questions, the name of the person asking the questions must be included.
- d. Questions must be submitted in writing by 5.00 pm on the relevant working day, at least 3 clear working days before a meeting (not including the day of the meeting). For example, if a meeting is being held on a Friday, the deadline for questions will be 5.00 pm on the preceding Monday.
- e. Questions must be submitted in writing and addressed to the Chair of the Committee, and sent by the deadline to the Combined Authority’s Democratic Services team: democratic.services@westofengland-ca.gov.uk
- f. Under the direction of the Chair, wherever possible, written replies to questions will be sent to questioners by the end of the working day prior to the meeting. Whilst every effort will be made to supply written replies before a meeting, this may not always be possible given the limited resources available to the Combined Authority; in circumstances where it is not possible to supply a written reply before the meeting, it will be sent within a maximum timescale of 10 working days after the meeting.
- g. Due to time constraints, there is no opportunity for oral questions or supplementary questions to be asked at the meeting.

- h. A copy of the written questions received, and the written replies given will be published on the Combined Authority's website as soon as possible after the meeting.

A 13.4 Public petitions:

- a. Any member of the public can submit a petition to a meeting.
- b. Petitions must be about a matter falling within the Combined Authority's remit / areas of responsibility.
- c. Petitions will be listed in the order of receipt.
- d. In giving notice of a petition, the name of the petition organiser must be included, along with the wording/text of the petition and the number of people who have signed the petition.
- e. Petition details must be notified in writing by 12.00 noon on the working day prior to a meeting. For example, if a meeting is being held on a Friday, the deadline for notifying details of a petition will be 12.00 noon on Thursday, the day before.
- f. Petition details must be sent in writing prior to the deadline to the Combined Authority's Democratic Services team: democratic.services@westofengland-ca.gov.uk
- g. Due to time constraints, the subject matter of petitions will not be debated at the meeting. A written response will be sent to the petition organiser within 10 working days of the meeting.
- h. A copy of the wording of petitions submitted, and the written replies given will be published on the Combined Authority website as soon as possible after the meeting.

A 13.5 Public statements:

- a. Any member of the public can submit a written statement to a meeting.

- b. Statements must be about a matter(s) falling within the Combined Authority's remit / areas of responsibility.
- c. One statement is permitted per person. More than one matter can be referred to in the statement (subject to each matter falling within the Combined Authority's remit / areas of responsibility) but speaking time is limited to a maximum of 3 minutes per statement (subject to A.13.2 above).
- d. Statements must be submitted in writing - the full text of the statement must be supplied by 12 noon on the working day before the meeting. For example, if a meeting is being held on a Friday, the deadline will be 12.00 noon on Thursday, the day before. Statements must be sent, prior to the deadline, to the Combined Authority's Democratic Services team: democratic.services@westofengland-ca.gov.uk
- e. Statements will be listed in the order of receipt.
- f. Within the time available, every effort will be made to enable individuals to verbally present their statements if they so wish (subject to A.13.2 above). There will be no debate at the meeting on the issues raised by statements.
- g. Under the direction of the Chair, statements will be formally noted and published on the Combined Authority's website as soon as possible after the meeting. Due to the limited resources available to the Combined Authority, written replies will not ordinarily be sent in response to statements. The Chair of the meeting may, however, determine that a reply be sent to particular statements on an individual basis, where they consider this to be appropriate.

A 13.6 Rejection of public participation items

The Mayor, in consultation with the Monitoring Officer, may reject a question, petition or statement if, in their opinion:

- a. it is not about a matter falling within the Combined Authority's remit / areas of responsibility.
- b. it is defamatory, offensive or frivolous.
- c. will bring about the disclosure of confidential or exempt information.

A14. Substitute members

A14.1 Substitute members shall be appointed in accordance with A4.

A14.2 Substitute members may attend meetings in that capacity only:-

- (i) to take the place of the member for whom they are the substitute where the member will be absent for the whole of the meeting;
- (ii) after they, or the member they are substituting for has provided the proper officer with notice of the substitution before the commencement of the meeting in question;
- (iii) where an adjourned meeting is reconvened and it is essential for that substitute member to continue to attend to comply with the spirit of natural justice.

A14.3 Substitute members will have all the powers and duties of an ordinary member of the Combined Authority for the duration of the meeting at which they act as substitute but will not be able to exercise any special powers or duties exercisable by the person for whom they are the substitute, subject to A15.3.

A15. Mayor and Deputy Mayor

A15.1 The mayor for the Combined Authority must appoint one of the members of the authority to be the mayor's deputy.

The deputy mayor holds office until the end of the term of office of the mayor, unless

- (a) the mayor removes the person from office;
- (b) the person resigns as deputy mayor;
- (c) the person ceases to be a member of the combined authority.

If a vacancy occurs in the office of deputy mayor, the mayor must appoint another member of the combined authority to be deputy mayor.

A15.2 The deputy mayor must act in place of the mayor if for any reason—

- (a) the mayor is unable to act, or
- (b) the office of mayor is vacant.

Either: A15.3 If for any reason—

- (a) the mayor is unable to act or the office of mayor is vacant, and
- (b) the deputy mayor is unable to act or the office of deputy mayor is vacant,

the other members of the combined authority must act together in place of the mayor, taking decisions by a simple majority.

Or: A15.3 At each meeting of the Combined Authority, the Mayor shall preside. If the Mayor is absent from a meeting, the Deputy Mayor shall preside. If both the Mayor and Deputy Mayor are absent from a meeting, the meeting will be adjourned. All business which would have been considered at the meeting or which has not been completed when the meeting was adjourned shall stand referred to the next ordinary meeting unless arrangements are made for an extraordinary meeting to consider that business.

A16. Quorum

A16.1 A meeting of the Combined Authority will not commence unless there is a quorum of members present. To be quorate, the Mayor, and at least one member from two separate constituent authorities, or their substitutes, must be present.

A16.2 If during any meeting of the Combined Authority, the person presiding at the meeting declares a quorum of members is not present, the meeting will be adjourned for 15 minutes. If at the end of 15 minutes, there is still no quorum present, the meeting shall be adjourned.

A16.3 All business which would have been considered at the meeting or which has not been completed when the meeting was adjourned shall stand referred to the next ordinary meeting unless arrangements are made for an extraordinary meeting to consider that business.

A16.4 For the purposes of this clause A16, a meeting will not be considered inquorate where the number of members present falls below that specified in clause A16.1 above for the sole reason of a member being unable to act on individual items because of the need to temporarily leave the meeting due to a conflict of interests. For the avoidance of doubt, the meeting shall be inquorate for the relevant item of business that caused the conflict of interest.

A17. Items of Business

A17.1 No item of business may be considered at any meeting except:-

a) the business set out in the notice;

- b) business required by law to be transacted at the annual meeting; or
- c) business brought before the meeting as a matter of urgency in accordance with A17.2 below.

A17.2 Nor may an item be considered at any meeting unless:-

- a) a copy of the agenda including the item (or a copy of the item) has been open to public inspection for at least five clear **working** days before the meeting; or
- b) by reason of special circumstances, which shall be specified in the minutes, the Chair of the meeting is of the opinion that the item should be considered at the meeting as a matter of urgency.

A18. Order of Business

A18.1 All items of business will be dealt with in the order specified in the notice of the meeting, **except that such order may be varied at the discretion of the Chair**

A19. Rules of Debate

Speeches

- A19.1 The Chair will introduce each item to be considered at the meeting in order they appear on the agenda or such order as **the Chair** considers best for the effective conduct of the meeting. The Chair may invite an officer or other member to present the item. Each member shall then be given an opportunity to speak, for up to five minutes, on the item and the report. The Chair will determine the order in which members may address the meeting.
- A19.2 Unless the Chair decides otherwise, each member shall speak only once on each item, other than to seek a point of order, a point of personal explanation or where a right of reply is reserved to the member.
- A19.3 When speaking, a member shall address the Chair. While a member is speaking, the other members shall not speak, unless raising a point of order or a point of personal explanation.
- A19.4 Whenever, during a debate, the Chair rises or issues a clear instruction of the intention, all other members shall be silent.

A19.5 Any member while exercising the right to speak on the item may:-

- a) move a motion; or
- b) move an amendment to a motion; or
- c) move that an item be withdrawn

A19.6 A member who has already spoken on any motion shall not speak on that same motion again while it is the subject of debate, except:-

- a) to speak once on an amendment moved by another member;
- b) if the motion has been amended since he / she last spoke, to move a further amendment;
- c) if his / her first speech was on an amendment moved by another member (whether or not the amendment was carried) but he/she wishes to speak on the main issue;
- d) in exercise of a right of reply;
- e) on a point of order or by way of personal explanation;
- f) where the person presiding is of the opinion that it would be prudent to provide an opportunity for clarification to be given or to allow the debate to proceed to an effective conclusion.

A19.7 Subject to the outcome of any such motion, once each member who wishes to speak has done so, the Chair shall move the item, which shall be decided in accordance with article A20.

A19.8 When a motion is under debate, no other motion shall be moved except the following procedural motions:-

- a) to amend the motion;
- b) to withdraw the motion;
- c) a closure motion;
- d) a motion under Standing Order 25 (prevention of disorderly conduct);
- e) a motion to exclude the public and press;
- f) to not hear further from a named member or to exclude them from the meeting (see Standing Order 25).

Motions raised in debate

A19.9 A motion shall not be debated unless it has been moved and seconded.

A19.10 When seconding a motion, a member may reserve his speech until a later period of the debate by declaring his intention to do so.

A19.11 The following motions may be moved at any meeting at which they would be in order:-

- a) relating to the accuracy of the minutes;
- b) to change the order of business;
- c) to refer a matter to an appropriate body or individual;
- d) to establish a committee or appoint a member arising from an item on the agenda for the meeting;
- e) to receive reports or adopt recommendations of a committee or officer and any relevant resolutions;
- f) closure motions (see standing order A19.15);
- g) the suspension of Standing Orders in accordance with the Constitution;
- h) to exclude the public and press from a meeting where there is likely to be disclosure of exempt or confidential information;
- i) to give the consent of the Combined Authority where it is required by the Constitution;
- j) to prevent disorderly conduct

A19.12 When any motion, notice of which has not been given in writing, has been moved and seconded, the person presiding may require that it shall be put into writing and handed to him before it is further discussed.

A19.13 With the consent of the meeting, signified without discussion, a member may:-

- a) alter a motion of which he / she has given notice; or
- b) with the consent of the seconder, alter a motion which has been moved and seconded.

A19.14 With the consent of the seconder and of the meeting, signified without discussion, the mover of a motion may withdraw it. No member shall speak on a motion that is withdrawn.

Closure Motions

A19.15 At the conclusion of a speech by a member on a motion before the meeting, any other member may move, without comment, a motion:-

- a) that the meeting proceed to the next business;
- b) that the matter be put to the vote;
- c) that the meeting is adjourned.

A19.16 If the closure motion is seconded, then the person presiding shall proceed as follows:-

- a) on a motion that the meeting proceed to the next business or that the matter be put to the vote, the person presiding shall first put the closure motion to the vote, without discussion. If this is passed, the mover of the original motion may exercise his right of reply under paragraph A19.18 below, before the original motion is put to the vote;
- b) on a motion to adjourn the meeting, the person presiding shall put the adjournment motion to the vote without discussion and without giving the mover of the original motion his right of reply on that occasion.

If the meeting is not reconvened, the original motion or remaining business shall then stand over as uncompleted business until the next ordinary meeting, unless arrangements have been made for an extraordinary meeting to consider that business or the business is dealt with as a matter of urgency.

- c) closure motions not seconded shall lapse.

A19.17 If the person presiding is of the opinion that the matter before the meeting has been sufficiently discussed, he/she may move from the Chair, that the matter be put to the vote.

Right of Reply

A19.18 The mover of any motion has a right of reply, immediately before the motion is put to the vote. The mover shall speak for no more than 5 minutes.

If an amendment is moved and seconded, the mover of the original motion shall have a right of reply, at the close of the debate on the amendment, of not more than 5 minutes, but he shall not otherwise speak on the amendment.

The mover of an amendment shall have no right of reply to the debate on his/her amendment.

(For the purposes of this paragraph a person who moves an amendment is not moving a motion).

Amendments to Motions

A19.19 An amendment shall be relevant to the motion and shall either be:-

- a) to refer the matter to the appropriate body or individual for consideration or reconsideration;
- b) to leave out words; or
- c) to insert or add other words, but such omission, insertion or addition of words shall not have the effect of simply negating the motion before the meeting.

A19.20 An amendment shall not be discussed unless it has been moved and seconded.

A19.21 When seconding an amendment, a member may reserve his/her speech until a later period of the debate by declaring his/her intention to do so.

A19.22 No amendment shall be moved to an amendment.

A19.23 When any amendment has been moved and seconded, the person presiding may require that it shall be put into writing and handed to him before it is further discussed.

A19.24 With the consent of the seconder and of the meeting, signified without discussion, the mover of an amendment may amend it or withdraw it. No member shall speak on amendment that has been withdrawn.

A19.25 Under normal circumstances, only one amendment may be moved and discussed at a time, and no further amendment shall be moved until the amendment under discussion has been disposed of.

A19.26 If an amendment is not carried, other amendments may be moved to the original motion. If an amendment is carried, the motion as amended shall take the place of the original motion and shall become the substantive motion upon which any further amendment may be moved.

Previous Decisions and Motions

A19.27 At a meeting of the Combined Authority, no motion or amendment shall be moved to rescind any resolution of the Combined Authority which was passed within the preceding six months or which has the same effect as one which has been rejected within that period.

Motions submitted in the name of a member

WEST OF ENGLAND COMBINED AUTHORITY CONSTITUTION – PART A - STANDING ORDERS
(DESCRIPTIONS AND RULES OF PROCEDURE)

A19.28 With the exception of clause A19.29 below, any member appointed by a Constituent Council may give notice of not more than one motion for consideration at any ordinary meeting of the Combined Authority.

A19.29 Where a motion raised by a member under this Standing Order was deferred from a previous meeting, that member may still submit a further motion under standing order A19.28 above.

A19.30 Unless the person presiding at any meeting of the Combined Authority is of the opinion that a motion should be considered as a matter of urgency, notice of every motion to be moved at any meeting of the Combined Authority shall:-

- a) be given in writing and signed by the member or members who propose to move the motion;
- b) state the date of the Combined Authority meeting at which it is proposed to be moved;
- c) be delivered to the Monitoring Officer not later than 12 noon seven clear working days before the day of the Combined Authority meeting.

A19.31 Motions will be listed on the agenda in the order of which notice is received by the Monitoring Officer unless the member giving notice states in writing that they propose to move it to a later meeting or withdraw it.

A19.32 The Monitoring Officer shall only accept a notice of motion which relates to those matters for which the Combined Authority has powers and duties and responsibility.

A19.33 A motion shall only be moved at the relevant meeting by the person who has submitted it or by a substitute member nominated by them where notice of this has been given to the Monitoring Officer prior to the commencement of the meeting.

A19.34 At the close of the debate on the motion, and immediately before it is put to the vote, the mover has a right of reply for not more than 5 minutes.

If an amendment to the motion is moved and seconded, the mover of the original motion shall have a right of reply on the amendment of not more than 5 minutes but shall not otherwise speak on the amendment.

A19.35 Where notice of a motion has been given and has been included on the agenda for a meeting of the Combined Authority but the motion has not been moved and

seconded (for whatever reason) nor deemed to have been referred to a committee, that motion shall lapse.

- A19.36 Where a meeting of the Combined Authority is cancelled, postponed or adjourned to a later date, any unconsidered motions will be considered at the next ordinary meeting of the Combined Authority or at a later meeting selected by the member proposing the motion.

A20. Voting

- A20.1 Under the direction of the Chair, matters will be decided by consensus of the members where possible, save for

- A20.2 Where consensus is not achieved, the provisions of this section shall apply.

- A20.3 Each member is to have one vote and no member, including the Chair, is to have a casting vote.

- A20.4 Decisions must be carried by a majority of the Mayor and members appointed by the constituent councils, or substitute members acting in place of those members, present and voting on that question.

- A20.5 If a vote is tied on any matter it is deemed not to have been carried.

- A20.6 A decision on the following matters requires a unanimous vote in favour by the Mayor and all members appointed by the constituent councils, or substitute members acting in place of those members, present and voting on that question at a full meeting of the Combined Authority to be carried:-

- a) approval of the Combined Authority's constitution and standing orders and any amendments; and
- b) adoption of a spatial development strategy
- c) approval to implement a Business Rate Supplemental Levy

- A20.7 A decision on the following matters requires a unanimous vote in favour at a full meeting of the Combined Authority by all members appointed by the constituent councils, or substitute members acting in place of those members, present and voting on that question to be carried:-

- a) approval of borrowing limits; and

- b) treasury management strategy including reserves, investment strategy, borrowing and budget of the Combined Authority including the amount of any expenses, including a levy, to be met by the constituent councils
- A20.8 A decision on the exercise of the functions of the Combined Authority requires a vote in favour at a full meeting of the Combined Authority, save for:-
- a) where responsibility for the exercise of the function has been delegated in accordance with the constitution of the Combined Authority (and which may include delegation of such powers and functions of the Mayoral Combined Authority to sub-committees or to officers as the Mayoral Combined Authority considers appropriate); and
 - b) matters which fall to be considered by the Combined Authority's overview and scrutiny committee and audit committee(a)
- A20.9 The proceedings of the Combined Authority are not invalidated by any vacancy among its members or substitute members or by any defect in the appointment or qualification of any member or substitute member.
- A20.10 On the request of any member of the Combined Authority, supported by two other members appointed by separate constituent authorities before a vote is taken, the voting shall be recorded so as to show whether each member present gave their vote for, abstained or did not vote.
- A20.11 A member may demand that his / her vote is recorded in the minutes of the relevant meeting.
- A20.12 The provisions of this Standing Orders shall apply to voting in the Joint Committee, **in so** far as they are applicable to the Joint Committee and are consistent with the voting arrangements set out in the Terms of Reference of the Joint Committee

A21. Point of Order

- A21.1 A member may ask to speak on a point of order or personal explanation. The member must be allowed to put the point of order or personal explanation immediately and without interruption.
- A21.2 A point of order shall only relate to an alleged breach of a specified statutory provision, a specified Standing Order or procedural rule, and the way in which the member raising it considers that it has been broken.

A personal explanation shall be confined to some material part of a former speech by the member during the meeting which may appear to have been misunderstood or taken out of context.

- A21.3 The ruling of the person presiding on a point of order, or on the admissibility of a personal explanation, shall be final and not challenged at the meeting.

A22. Record of Attendance

- A22.1 All members will ensure that their names are recorded as being present during the whole or part of all meetings.

A23. Attendance by Committee Chairs

- A23.1 At the request of the Combined Authority, the chair of any of the Combined Authority's committees may be invited to attend and speak at any meeting of the Combined Authority to:-
- a) present any reports or recommendations of that committee; or
 - b) answer questions about any matter set out in the minutes of that committee; or
 - c) contribute to discussion about any matter which is relevant to the functions discharged by the committee of which they are Chair.

A24. Reporting Proceedings

- A24.1 Without prejudice to the Chair's powers in Standing Order 25, and subject to A24.2 and A24.3, any meeting of the Combined Authority is open to the public and any person attending may report on the meeting and publish or disseminate the recording at the time of the meeting or after the meeting.
- A24.2 The Chair may decide not to permit oral reporting/commentary of the meeting as it takes place if the person reporting or providing the commentary is present at the meeting and such reporting/commentary is judged by the Chair to be disruptive to the meeting itself.
- A24.3 Where the public are excluded from a meeting to prevent the likely disclosure of confidential or exempt information, the Chair may also prevent any person from reporting on that meeting using methods:-

- a) which can be used without that person's presence, and
- b) which enable persons not at the meeting to see or hear the proceedings at the meeting as it takes place or later.

A24.4 Reporting in this context of this Standing Order means:-

- a) filming, photographing and making an audio recording of proceedings;
- b) using any other means for enabling people not present to see or hear proceedings at a meeting as it takes place or later; or
- c) reporting or providing commentary on proceedings at a meeting, orally or in writing so that the report or commentary is available as the meeting takes place or later to persons not present.

A25. General Disturbance

A25.1 If a general disturbance makes orderly business impossible, the Chair may:-

- a) adjourn the meeting for as long as they think necessary; or
- b) call for any part of the meeting room open to the public, to be cleared, if the disturbance is in that part.

A25.2 If a member of the public interrupts proceedings, the Chair shall warn the person concerned. If they continue to interrupt, the Chair may order them to be removed from the meeting room.

A25.3 If the Chair considers at any meeting that a member or observer is behaving improperly or offensively, or is deliberately obstructing business, the Chair may move that the member should not be heard further. If seconded, the motion will be voted on without discussion. If the member or observer continues to behave in the same way, the Chair may:-

- a) adjourn the meeting for a specified period; or
- b) move that the member leaves the meeting (such a motion will be voted on without seconding or discussion).

A26. Minutes

A26.1 A permanent record of the minutes of each meeting shall be retained by or on behalf of the Combined Authority.

- A26.2 The minutes of a meeting must be signed at the next meeting of the Combined Authority by the person presiding at that meeting. No discussion shall take place upon the minutes except about their accuracy.

A27. Member Conduct

- A27.1 Members shall comply with the members' Code of Conduct including those relating to registering and disclosing of disclosable pecuniary and other interests.

A28. Compliance with the Constitution

- A28.1 All meetings of the Combined Authority will be conducted in accordance with the relevant Standing Orders set out in the Constitution when considering any matter.
- A28.2 All members and officers of the Combined Authority will observe the policies set out in the Appendices to this Constitution.

A29. Review and Revision of the Constitution

- A29.1 The Monitoring Officer will monitor and review the operation of the Constitution on a yearly basis and shall make recommendations for amendments as appropriate, to ensure that the aims and principles of the Constitution are given full effect.
- A29.2 For the avoidance of doubt the Monitoring Officer may carry out any technical/non material amendments to the Constitution.

A30. Publication of the Constitution

- A30.1 The Monitoring Officer will arrange for electronic copies of the Constitution to be made available to all members and for public inspection. An electronic copy of the Constitution will also be made available on the Combined Authority's website.

A31. Standing orders applicable to the Overview and Scrutiny Committee

A31.1 Save for the provision in Section A – Standing Orders (Descriptions and Rules of Procedure), that can only apply to a meeting of the West of England Combined Authority, the rules of procedure will apply to meetings of the Overview and Scrutiny Committee and the Audit Committee.

A31.2 The following provisions shall apply to the Overview and Scrutiny Committee

A31.2.1 Quorum - At least two thirds of the Overview and Scrutiny Committee appointed from the constituent councils must be present at a meeting of the Committee before business may be transacted.

A31.2.2 Decisions must be carried by a simple majority.

Call in of Combined Authority or Mayoral Decisions

Publication of Decisions

A31.3 When a decision is taken by the Combined Authority Committee or the Joint Committee, the decision will be published in a decision record on the Combined Authority website. The decision record will state the specific date when the call-in period will expire (this will be 5 clear working days after the publication of the decision).

Call-in

A31.4 The following rules apply in relation to any call-in of a decision taken by the West of England Combined Authority Committee or West of England Joint Committee:

a. A decision of the Combined Authority Committee or the Joint Committee can be called-in within 5 clear working days of the publication of a decision (for clarity, 5.00 pm is regarded as the end of the working day). For example, if a decision is published on a Friday, the call-in period will expire at 5.00 pm on the following Friday.

b. A request that a decision be called-in must be in line with the published call-in procedure and submitted using the “Call-in” procedure proforma. This proforma

is available on request from the Combined Authority's Democratic Services team:
democratic.services@westofengland-ca.gov.uk

c. Within 5 clear working days of publication, any member of:

- (i) an Overview and Scrutiny Committee
- (ii) sub-committee of an Overview and Scrutiny Committee
- (iii) the Combined Authority
- (iv) any member of a constituent council of the Combined Authority

is/are entitled to give notice to the Scrutiny Officer of their requirement for a decision to be called in.

d. The reasons for calling-in the decision must be stated on the pro-forma.

e. The completed pro-forma, signed by the member concerned, must be sent to the Combined Authority's Democratic Services team within 5 clear working days of the publication of the decision, marked for the attention of the Statutory Scrutiny Officer: democratic.services@westofengland-ca.gov.uk

f. On receipt of a signed and completed pro-forma, the Statutory Scrutiny Officer will make arrangements for a meeting of the Combined Authority Overview and Scrutiny Committee to be held to consider the call-in. The date of the meeting will be determined by the Chair of the Overview and Scrutiny Committee and must be held as soon as practicable, and in any event within a maximum of 10 working days of receipt of the signed pro-forma. If the Chair is not available, the date of the meeting will be determined by the Vice-Chair of the Overview and Scrutiny Committee. If the Chair and Vice-Chair are not available, the date of the meeting will be set by the Statutory Scrutiny Officer.

g. The decision taking committee must be invited to attend the meeting of the Combined Authority Overview and Scrutiny Committee that will consider the call-in.

h. The following will apply at a meeting of the Combined Authority Overview and Scrutiny Committee that is considering a call-in:

1. Except for circumstances where confidential or exempt information will be considered, the meeting will be open to the public to observe proceedings.

2. As the purpose of the meeting is specifically to review a decision that has been taken (i.e. on the basis of the information available to the decision taking committee on the date that the decision was taken), there is no provision for public questions, petitions or statements to be submitted to a meeting of an Overview and Scrutiny Committee that is convened for the purposes of considering a call-in.
3. The agenda papers for the Overview and Scrutiny Committee meeting that will consider a call-in must include:
 - A copy of the call-in procedure (as set out in 4 below).
 - A copy of the submitted call-in proforma, which sets out in writing the reasons for the call-in.
 - Any written comments that the original decision taker may wish to submit in light of or responding to the issues raised by the callers-in.
 - A copy of (or link to) the original report considered by the decision taking committee.
 - A copy of (or link to) any public participation items submitted to the decision taking committee in connection with the relevant agenda item that related to the decision taken.
4. The Overview and Scrutiny Committee will follow this procedure in considering a call-in:
 - The councillors who submitted the call-in to be given an opportunity to explain why they have called-in the decision.
 - Members of the Overview and Scrutiny Committee to then ask any questions of the councillors who submitted the call-in.
 - The decision taker to then be given an opportunity to explain why the decision was taken and to respond to the issues raised by the call-in.
 - Members of the Overview and Scrutiny Committee to then ask any questions of the decision taker.
 - Members of the Overview and Scrutiny Committee to then discuss and review the decision taken, in light of the evidence submitted. As part of this, the Committee may ask further questions of the councillors who

submitted the call-in, or of the decision taker, or of specialist officers as necessary.

- The Committee must then determine either:
 - a. That no further action be taken (in which case, the decision shall stand, as determined by the decision-taking committee).
 - or
 - b. That the decision-taking committee be asked to reconsider the decision taken. If the Overview and Scrutiny Committee determines to ask the decision-taker to reconsider the decision taken, they must state their reasons and also make any further recommendations that they feel the decision-taking committee should take into account in reviewing their decision. The matter will be re-considered as soon as practicable by the decision taking committee in order that the decision taking committee can consider their final decision on the matter. That final decision cannot be “called-in.”

Call-In and Urgency

A.31.5 The call-in procedure set out above shall not apply where the decision being taken by the Combined Authority or Joint Committee is urgent. A decision will be urgent if any delay likely to be caused by the call-in process would seriously prejudice the Combined Authority’s or the public’s interests. The record of the decision and notice by which it is made public shall state whether, in the opinion of the decision-making body, the decision is an urgent one, and therefore not subject to call-in. In such cases, the published decision record must include the reasons for urgency. The Head of Paid Service and the Monitoring Officer must agree that the decision proposed is reasonable in all the circumstances and to it being treated as a matter of urgency. In the absence of the Head of Paid Service, the consent of the Section 73 Officer shall be required, and in the absence of the Monitoring Officer, the consent of the Deputy Monitoring Officer shall be required.

A32 Description of Provisions Specific to Overview and Scrutiny

A32.1 Work Programme

The Overview and Scrutiny Committee will be responsible for setting their own work programme and in doing so they shall take into account wishes of members on the Committee who are not members of the largest political group on the Committee.

A32.2 Policy and Review Development

- (a) The role of the Overview and Scrutiny Committee includes policy review and development
- (b) In relation to the development of the Combined Authority's approach to other matters not forming part of its policy and budget framework, Overview and Scrutiny Committee may make proposals to the Combined Authority for developments in so far as they relate to matters within their terms of reference. They may also agree requests from the Combined Authority for advice on the development of such policies.
- (c) The Overview and Scrutiny Committee may hold enquiries and investigate the available options for future direction in policy development. The Overview and Scrutiny Committee may ask witnesses to attend to address them on any matter under consideration.

A32.3 Reports from the Overview and Scrutiny Committee

- (a) Once it has formed recommendations on proposals for policy development or other matters, the Overview and Scrutiny Committee members will prepare a formal report. This will normally be submitted to the Combined Authority for consideration.
- (b) The Combined Authority shall consider the report of the Overview and Scrutiny Committee at the next available meeting.

32.4 Consideration by the Combined Authority of Reports of the Overview and Scrutiny Committee

- (a) Once an Overview and Scrutiny Committee report on any matter which is the responsibility of the Combined Authority has been completed, it shall be included on the agenda of the next available meeting of the Combined Authority.
- (b) The Overview and Scrutiny Committee will in any event have access to the Combined Authority's forward plan and timetable for decisions and intentions for consultation.

Even where an item is not the subject of detailed proposals from the Overview and Scrutiny Committee following a consideration of possible policy/service developments, the Committee will at least be able to respond in the course of the Combined Authority's consultation process in relation to any key decision.

- (c) The Overview and Scrutiny Committee's Chair has the right to attend any meeting of the Combined Authority which considers a report, and to present the report to the Combined Authority.

A32.5 The Combined Authority's Response to Overview and Scrutiny Committee Reports

The Combined Authority is required to respond to all reports submitted to it by the Overview and Scrutiny Committee. The response will be minuted and reported back to the Overview and Scrutiny Committee within 2 months.

The Combined Authority may respond in the following ways:-

- (a) to accept the report and indicate how it proposes to implement its contents;
- (b) to accept the report in part, giving reasons why parts are not accepted;
- (c) to disagree with the report and give reasons;
- (d) to receive the report for further consideration by an officer of the Combined Authority, or by the Combined Authority itself and for the outcome of that consideration to be reported back to the Overview and Scrutiny Committee within 2 months. The outcome of the consideration given will be in any of the ways set out in (a) to (c) above.

A32.6 Party Whip

When considering any matter in respect of which a member of the Overview and Scrutiny Committee is subject to a party whip, the member must declare the existence of the whip and the nature of it before the commencement of the Committee's deliberations on the matter. The declaration, and the detail of the whipping arrangements, shall be recorded in the minutes of the meeting.

("Definition of "party whip" – Any instruction given by or on behalf of a political group to any councillor who is a member of that group as to how that Councillor shall speak or vote on any matter before the **Authority** or any committee or sub-committee, or the application or threat

to apply any sanction by the group in respect of that councillor should he/she speak or vote in any particular manner.”)

A33 Conduct of Meetings

A33.1 How meetings are conducted and conclusions reached

- A33.1.1 Normal Standing Orders of debate are not relevant to the work of the Overview and Scrutiny Committee.
- A33.1.2 The Chair will ensure that, at all times, meetings are conducted in a constructive and positive manner and in the best interests of the Combined Authority.
- A33.1.3 The Chair will suggest to the meeting the most appropriate way of considering the business of the meeting and the contributions to be asked of any witnesses.
- A33.1.4 Investigations will be conducted fairly and all members of the committee shall be given the opportunity to ask questions of attendees and to contribute and speak.
- A33.1.5 Those assisting the committee by giving evidence will be treated with respect and courtesy.
- A33.1.6 Investigations will be conducted so as to maximise the efficiency of the investigation or analysis.
- A33.1.7 Conclusions and recommendations should ideally be reached by consensus. However, if necessary, they may be decided by majority vote.

WEST OF ENGLAND COMBINED AUTHORITY

CONSTITUTION

PART B

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West of England Combined Authority

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Section 1 – Introduction

Why do we need Financial Regulations?

Stewardship of the **West of England Combined Authority** finances requires high standards of financial integrity and accountability. The Financial Regulations define the boundaries within which we operate to effectively manage risk. They clarify roles and responsibilities and provide a framework for decision making.

All large organisations have a set of rules to regulate their finances and to protect the interests of their stakeholders and staff. However, the rules themselves are not of any use unless they are known and understood.

Who should read and understand Financial Regulations?

The Combined Authority's Section **73** Officer, as the **Combined Authority's** statutory Chief Financial Officer is ultimately responsible for ensuring the proper administration of the **Combined Authority's** financial affairs. These regulations form part of the arrangements that the **Combined Authority's** Section **73** Officer has put in place to discharge his statutory responsibilities and compliance is required by Members, Officers and other individuals carrying out work on behalf of the **Combined Authority**.

Senior Officers and managers are responsible for bringing the regulations to the attention of every member of staff, providing the necessary training and monitoring compliance.

Any known breaches of Financial Regulations must be reported to the Chief Finance Officer (Section **73** Officer- Local Government Act 1972). Failure to comply with Financial Regulations and Codes of Practice will be subject to investigation and may result in disciplinary action.

Codes of Practice

The Financial Regulations must be read in conjunction with the various **West of England Combined Authority** Policies, Financial Standards and **CIPFA** Codes of Practice, which provide details of the processes, procedures and controls, and which must be adhered to.

The Financial Regulations will be found on the **West of England Combined Authority** Web site.

Compliance

Senior Officers and Managers are responsible for ensuring that all staff (including non-permanent staff) in their service areas are aware of the existence and content of the **Combined Authority's** Financial Regulations and other internal regulatory documents and that they comply with them.

Maintenance

WEST OF ENGLAND COMBINED AUTHORITY CONSTITUTION – PART B – FINANCIAL REGULATIONS - INTRODUCTION

The Chief Finance Officer is responsible for maintaining a continuous review of the financial regulations and submitting any additions or changes necessary to the Combined Authority for approval. He / she may issue advice, guidance and procedures to underpin the financial regulations that members, officers and others acting on behalf of the Authority are required to follow.

Section 2 - Financial Management Roles & Responsibilities explained

The **West of England Combined Authority's** Financial Regulations, Budget Management Scheme and the Codes of Practice on Matters of Financial Administration (including Officers' Code of Conduct) are bound separately but form part of the formal Constitution of the **Combined Authority**. The **Combined Authority's** Constitution is accessible through the **West of England Combined Authority's** website.

Sound financial management is critical to the **Combined Authority** in successfully achieving its plans, objectives and quality standards. Financial management is essential in order to:

- plan and maintain effective use of resources to achieve agreed service delivery standards;
- comply with legislation, related professional Codes of Practice and accounting standards;
- provide accurate, complete and valid accounts and information which demonstrate accountability to the public;
- ensure the appropriate use and security of financial and physical assets;
- help the **Combined Authority** conduct its affairs in an efficient, effective and economic manner.

Financial management is, therefore, concerned with the policies, processes, procedures and standards of the **Combined Authority**. Within this context the key areas of responsibility, and associated specific financial regulations, are as follows:

West of England Combined Authority Members	<p>Approve Financial Regulations and Contract Standing Orders.</p> <p>Set the overall budget framework and monitor performance against agreed targets.</p> <p>Provide the reporting framework to monitor the achievement of the Combined Authority objectives within the resources allocated.</p>
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	Determine the level of responsibility for financial management given to Chief Officers and managers.
Audit Committee	<p>The Combined Authority has delegated to the Corporate Audit Committee its powers and duties relating to the following matters:</p> <p>A) To consider and approve for publication on behalf of the Combined Authority, the Annual Accounts in accordance with the Accounts and Audit Regulations and any other relevant legislation or statutory guidance.</p> <p>B) To consider the Annual Governance Statement and Action Plan in accordance with the Accounts and Audit Regulations and any other relevant legislation or statutory guidance and make recommendations on this to the Combined Authority or other appropriate body.</p> <p>C) To promote good governance arrangements within the Combined Authority and in its dealings with partner bodies and contractors, including compliance with legal and professional standards, in accordance with the Code of Corporate Governance.</p> <p>D) To agree the Combined Authority's External Audit Plan and proposed fees, within the budget agreed by the Combined Authority, and to monitor the delivery of that Plan.</p> <p>E) To agree the Internal Audit Plan, within the budget agreed by the Combined Authority, to monitor its delivery and effectiveness and to consider and make recommendations on any significant matters arising from Internal Audit work.</p> <p>F) To approve the Combined Authority's statutory accounting statements and policies.</p>
Chief Executive	<p>Provides strategic management and establishes a framework for management direction, style and standards.</p> <p>Secures a process for resource allocation that ensures due consideration of policy.</p>

	Monitors the performance of the Combined Authority.
Chief Finance Officer	<p>Carries out the statutory role of Chief Finance Officer (s73 Officer)</p> <p>(a) The proper administration of the Combined Authority's financial affairs and advising on effective systems of internal control.</p> <p>(b) Setting and monitoring compliance with financial management standards.</p> <p>(c) Issuing advice, guidance and procedures to underpin the financial regulations.</p> <p>(d) Determining the accounting procedures and financial records for the Combined Authority.</p> <p>(e) Selecting accounting policies and ensuring that they are applied consistently.</p> <p>(f) Advising on the corporate financial position and on the key financial controls necessary to secure sound financial management.</p> <p>(g) Providing financial information.</p> <p>(h) Preparing the revenue budget, supplementary revenue estimates and capital programme.</p> <p>(i) Treasury management.</p> <p>(j) The preparation and consolidation of the Combined Authority's accounts</p> <p>(k) Reporting to the Combined Authority on the robustness of the annual budget.</p>

	<p>(l) Report to the Combined Authority and external auditor if the Combined Authority or one of its officers :</p> <ul style="list-style-type: none"> • has made, or is about to make, a decision which involves incurring unlawful expenditure. • has taken, or is about to take, an unlawful action which has resulted or would result in a loss or deficiency to the Combined Authority. • is about to make an unlawful entry in the Combined Authority's accounts.
Directors and Heads of Service (or their delegated representative)	<p>Establish clear accountabilities for all officers that include objectives of and responsibility for systems and information.</p> <p>Implement processes for considering the financial effects of policy and relating policy to resources.</p> <p>Monitor the delivery of policy and the use of resources, ensuring that appropriate action is taken where there is a mismatch.</p> <p>Clearly understand the consequences of a lack of control and ensure that Officers have effective procedures for safeguarding the Authority's resources</p> <p>Operate processes to check that established internal controls are in place and evaluate their effectiveness.</p>
Monitoring Officer	<p>Carries out the statutory role of Monitoring Officer. The Monitoring Officer reports to the Combined Authority if a contravention of law, Code of Practice or any maladministration has arisen through any decision or omission by the Combined Authority, by any Member, Officer or representative of the Combined Authority.</p>
Internal Auditor	<p>Provide an independent Internal Audit Service which has unfettered access to the Chief Executive and Senior Management and is able to access all relevant records and information within the Combined Authority to carry out its role.</p>

	<p>Provide independent, objective assurance / advice to management on the operation of internal controls (including financial) to improve an organisation's operations.</p> <p>Provide an annual opinion on the framework of internal control and risk management.</p> <p>Investigate on behalf of the organisation any suspected financial irregularities or misuse of resources and ensure that there is a system in place to allow staff, contractors or the public at large to report serious concerns confidentially.</p>
External Audit	<p>Report on whether the Combined Authority's accounts and statements present fairly the Authority's financial position.</p> <p>Report on whether the Combined Authority has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources. This is known as the Value for Money (VfM) conclusion.</p> <p>Grant Claim certification.</p>
All Employees	<p>Have a responsibility for following Financial Regulations and other Combined Authority policies & adopted regulations (including Contract Standing Orders, Code of Conduct) and Service specific instructions.</p> <p>Help the Combined Authority achieve open and honest administration by supporting approved fraud prevention strategies and avoiding potential conflicts of interest.</p> <p>Assist the Combined Authority's audit processes.</p> <p>Keep accurate and comprehensive records to support the transactions undertaken on the Combined Authority's behalf.</p>

Section 3 – Internal Audit

Why is this important?

The purpose of this section of the regulations is to highlight the authority delegated to the **West of England Combined Authority's** Internal Auditor (term used by the Public Sector Internal Audit Standards), when reviewing the accounting and financial arrangements within the **Combined Authority**.

Statutory Requirements:

The Accounts and Audit Regulations 2011, Part 2 (6), require that a “relevant body shall maintain an adequate and effective system of internal audit of its accounting records and of its system of internal control in accordance with the proper practices in relation to internal control”. These Regulations cover the requirements of Section 73 of the Local Government Act 1985, which states that authorities must “make arrangements for the proper administration of **its** financial affairs and shall secure that one of their officers has responsibility for administration of those affairs.”

Objectives & Role of Internal Audit:

Accordingly, Internal Audit is an independent and objective appraisal function established by the **Combined Authority** for reviewing the system of internal control. It examines, evaluates and reports on the adequacy of internal control as a contribution to the proper, economic, efficient and effective use of resources.

1. The organisation is responsible for maintaining an adequate and effective internal audit of the accounting and financial transactions, including any operations that affect the financial arrangements of the **Combined Authority**.
2. Internal Audit is independent in its planning and operation.
3. Internal Audit complies with the United Kingdom Public Sector Internal Audit Standards.
4. The Internal Auditors, shall have authority to:
 - a) Enter at any reasonable times, any operational or administrative **West of England Combined Authority** premises or land and have access to all **Combined Authority** property.
 - b) Have access to (and where necessary to copy or retain) all records whether manually or electronically held, documentation, correspondence and computer

- systems relating to any transaction of the Combined Authority, or non-official funds operated by Combined Authority staff,
- c) Require and receive such explanations as are necessary concerning any matter under examination,
 - d) Require any employee of the Combined Authority to produce or account for cash, stores or any other property under their custody or control,
 - e) Examine any work or services carried out for the Combined Authority by an employee or contractor, and any goods purchased on behalf of the Combined Authority,
 - f) Review appraise and report on the soundness, adequacy and application of internal controls. This includes those controls to protect Combined Authority resources, property and assets from loss / waste.
5. The Authority's Internal Auditors shall have direct access and the right of report to the Combined Authority, Chief Executive, Monitoring Officer, Chief Finance Officer, the External Auditor, Chair of the Audit Committee and Chair of the Overview and Scrutiny Committee, where appropriate.

Section 4 – Risk Management

Why is this important?

Risk management is an integral part of the corporate governance framework for Local Government. This is detailed in the Combined Authority's Local Code of Corporate Governance which is reviewed annually and reported in the Combined Authority's Annual Governance Statement.

The Combined Authority's Risk Management Strategy will help support and underpin the delivery of its Vision & Values.

Objectives of risk management processes:

- Protecting and adding value by supporting the achievement of the Combined Authority Strategies.
- Improved strategic, operational and financial management.
- Contributing to more efficient use/allocation of resources.
- Mitigation of key threats and taking advantage of key opportunities.
- Protecting and enhancing assets and image.
- Improving decision-making (making the right decisions).
- Safeguarding of tangible and intangible assets.
- Promotion of innovation and change.
- Optimising operational efficiency and therefore delivering efficiency gains and value for money.
- Allocating time and management effort based on formal assessment of threats and opportunities.
- Avoid nasty surprises, shocks, crises and the time taken to 'fire fight' these.
- Improved customer service delivery.

Key Responsibilities for Staff & Members:

1. West of England Combined Authority Members gain an understanding and promote risk management and its benefits throughout the Combined Authority & its partners, ensuring Members take risk management into consideration when making decisions.
2. Combined Authority members oversee the effective management of risk throughout the Combined Authority and its partnerships, and gain an understanding of its benefits, ensuring officers develop and implement a comprehensive approach to risk management.

3. The Audit Committee provides independent assurance of the risk management framework and associated control environment, independent scrutiny of the Combined Authority and partners financial and non-financial performance, and oversee the financial reporting process.
4. The Combined Authority is responsible for approving the Authority's risk management strategy, and promoting a culture of risk management and awareness throughout the Combined Authority.
5. The Combined Authority Management Team gains an understanding and promote the risk management process and its benefits, oversee the implementation of the risk management strategy and agree any inputs and resources required supporting the work corporately.
6. Senior Officers ensure that the risk management process is promoted, managed and implemented effectively in their service areas within the organisation. Liaising with external agencies to identify and manage risk. Disseminating relevant information to all employees.
7. Managers raise awareness, manage and implement the risk management process effectively in their areas of responsibility, recommending any necessary training for employees on risk management. Incorporating risk ownership through the appraisal scheme with employees and share relevant information with colleagues in other service areas.
8. All employees of the Combined Authority manage risk effectively in their jobs, liaising with their line manager to assess areas of risk in their job. Identify new or changing risks in their job and feed these back to their line manager.
9. The Internal Auditors challenge the risk management process, including the identification and evaluation of risk and provide assurance to Officers and Members on the effectiveness of controls.
10. The Chief Finance Officer supports the Combined Authority and its services in the effective development, implementation and review of the Combined Authority's risk management processes. Identify and communicate risk management issues to services, and assist in undertaking risk management activity through training or direct support.

Section 5 – Fraud Prevention

Why is this important?

“Keeping our House in Order” – The Combined Authority’s Fraud Prevention Statement

We all have a special responsibility for dealing with public funds and assets. The Combined Authority controls millions of pounds of public money and we must take very seriously the high expectations of the public and the degree of scrutiny to which the affairs of the Combined Authority are subject.

The Combined Authority acknowledges the responsibility it has for the administration of public funds and wishes to emphasise to the public and its staff the importance it places upon probity, financial control and transparency in its administration.

The Combined Authority is committed to prevention, deterrence, detection and investigation of all forms of fraud and corruption.

The Combined Authority recognises that fraud and corruption undermine the high standards of public service, which it promotes, and reduces the resources available for the good of the whole community.

The statement applies to all Members and employees of the Combined Authority and demonstrates to the community of the Combined Authority our commitment to combating fraud and corruption wherever it is found.

The Fraud Prevention Statement – Key Principles:

Leading by example, the Combined Authority will ensure that:

- Everyone within the organisation takes responsibility for the prevention and detection of fraud and corruption.
- There is compliance with key policies and procedures.
- Fraud is not tolerated and that all such cases are thoroughly investigated.
- All officers and Members have proper training and guidance regarding anti-fraud and corruption issues.
- High standards of internal control are promoted.
- There is a safe environment to report suspected cases of fraud and corruption.

- Rigorous action is taken against anyone found guilty of fraud or corruption. This will be through the Combined Authority's disciplinary process and by taking legal action as appropriate.

Key Responsibilities for Members and Staff:

1. Senior Officers are responsible for the prevention and detection of fraud, error and wasteful practices within their Service environment.
2. They must inform the Chief Finance Officer immediately of any suspected financial irregularity.
3. The Combined Authority's Chief Finance Officer shall report to the Chief Executive and the Monitoring Officer any circumstances which could involve the Combined Authority in unlawful expenditure or action which could result in a potential loss or deficiency to the Combined Authority or unlawful entries in the accounts.
4. All employees have an important part to play in reporting concerns about wrong doing at work by other employees, Councillors, suppliers, contractors or others acting on behalf of the Combined Authority.
5. In this respect, employees are under a duty to assist with the discharge of these responsibilities by reporting to their managers, or through the Combined Authority's Whistleblowing Policy, any instance where financial irregularity is suspected.
6. Abuse of the Whistleblowing Policy by raising malicious, unfounded allegations will be treated as a serious disciplinary matter.
7. In addition, the Combined Authority has a legal duty to implement a procedure to enable the reporting of suspicions of money laundering. Accordingly, any Member or employee, who in the course of Combined Authority business becomes aware that criminal property or funds could be involved, should report their suspicion promptly, in accordance with the Anti-Money Laundering Policy.
8. The UK Bribery Act, 2010 which came into force on the 1st July 2011 introduces a corporate offence of failure to prevent bribery.

The three key offences under the Act which may have an impact on the authority are:

- Bribery of another person
- Accepting a bribe
- Failing to prevent bribery

The offences carry criminal penalties for individuals and organisations. Individuals can be imprisoned for up to a maximum of ten years. Both individuals and organisations can be subject to an unlimited fine.

The Act states that organisations will be responsible for their employees' corrupt acts unless they can show they had adequate policies and procedures in place to combat bribery.

Staff are responsible for the prevention, detection and reporting of bribery and other forms of corruption. If any member of staff or Combined Authority Member has concerns regarding a suspected instance of bribery they must refer to the Combined Authority's Whistleblowing Policy and report the matter.

Section 6 - Budget Management and Control

Why is this important?

Budgets (spending plans) are needed so that the **Combined Authority** can plan, monitor and control the way resources are allocated and spent. Budgets reflect **Combined Authority** priorities and give authority to approved officers to incur expenditure to meet objectives and targets.

Budget management ensures that once the budget has been approved by the **Combined Authority**, resources allocated are used for their intended purpose and are properly accounted for. Budgetary control is a continuous process, which reviews and manages spending against budget during the financial year. In addition, it provides the mechanism that calls to account managers responsible for defined elements of the budget.

The purpose of the Budget Management Scheme rules

- a) To ensure that income and expenditure are in line with the agreed **Combined Authority** budgets and service plans (consistency of purpose),
- b) Overall Financial control of **Combined Authority** income and expenditure.

The implications of poor budget management

1. The **Combined Authority** may not be operating within the law;
2. Policies and objectives may not be achieved;
3. Resources may not be used in accordance with agreed authority;
4. Failure to secure value for money (efficient & effective use of resources);
5. Decisions made without the benefit of full or appropriate information;
6. Inability to take appropriate action at the right time.

Key requirements for budget management and control

Section A: Revenue Budgets:

- Budget approval is required for all expenditure.
- The Chief Executive and Senior Officers have overall responsibility for the delivery of the strategic objectives for their areas of responsibility and thus have a responsibility for effective performance monitoring of managers on matters of budget management.

- Managers are responsible for Budget Management.
- Each Manager will develop and maintain effective arrangements for financial management within his/her Service area.
- Each Manager will nominate a Budget Manager for each cost centre heading, as appropriate.
- Budget Managers accept accountability for their budgets and the level of service to be delivered and understand their financial responsibilities.
- Budget Managers follow an approved certification process for all expenditure.
- Income and expenditure must be properly recorded and accounted for by all Budget Managers. This is achieved by ensuring the accurate use of accounting codes and timely monitoring of financial information.
- Budget Managers are responsible for maintaining a current forecast of their budget and communicating this to their Finance Team. Where a Variance, the difference between forecast and budget, is recurrent this should be identified for future correction.
- Services are to be managed within their budgets using financial forecasting, virement and carry forward, as appropriate.
- Expenditure is committed only against an approved budget head.
- Any virement which has the effect of changing a policy contained in the Policy Framework must be approved by the Combined Authority.
- All virements must be reported to the Combined Authority on a quarterly basis.
- Any potential overspending that cannot be managed by Virement must be identified to the Chief Executive and Chief Finance Officer immediately.
- Any Combined Authority earmarked reserve set aside by Combined Authority for a specific purpose may not be spent on any other purpose without the permission of the Combined Authority.
- The Senior Management Team will receive regular monthly finance reports detailing projected end of year spend compared with approved budget.
- The Combined Authority will receive budget monitoring reports (including capital monitoring) at its public meetings four times a year (normally in September, November, February and July).
- The Combined Authority is required to approve the outturn position in July following the financial year end.

Section B: Capital Budgets:

- The Chief Executive is responsible for budget management of all capital schemes (including major and other projects), but all capital schemes must have a designated responsible Budget Manager.

- Before any scheme is included in any programme, budget management responsibility must be assigned.
- The Capital Programme is agreed by the **Combined Authority**.
- The Project Management Handbook sets out the process for managing a project of any type or value, along with roles and responsibilities of all parties involved and provides the necessary templates and guidance to manage a project through to completion.
- With effective budget planning and management, overspending should not occur. The Budget Manager is responsible for making proposals for the avoidance or recovery of any overspending to the Chief Executive in the first instance.
- Capital schemes must have a review and reporting process. For example, the Senior **Management** Team meeting will receive reports of progress in order to focus on the key issues and project spend, and associated funding and revenue implications.
- The **Combined Authority** will approve a sum that is to be set aside to reflect the overall risk from capital projects it has approved (a capital contingency)
- Senior Officers will be responsible for ensuring the principles of this scheme are understood and enforced within their Service areas.

Authoriser Limits

Delegations to authorise spend within budgets allocated to managers are set out in the table below.

Authorisation Limit	Officer
Up to £100,000	Chief Executive Officer
Up to £50,000 within their allocated budget responsibility	Director of Investment & Corporate Services Director of Legal & Democratic Services Director of Infrastructure Director of Business & Skills Head of Strategy and Policy
Up to £25,000 within their allocated budget responsibility	Head of Finance Head of Grant Management & Assurance Head of People and Assets Head of Regional Housing and Planning Head of Transport Head of Business Skills and Growth Head of IBB Head of Communication Head of Strategy and Policy

MIPIM Expenditure over £25,000	Chief Executive Officer
Grants* up to £2,000,000 *Investment Fund; Local Growth Fund; Regional Infrastructure Fund; 5G Tourism; Futurebright; Energy Hub	Head of Grant Management and Assurance

Section 7 – Revenue Budget Preparation

Why is this important?

The **West of England Combined Authority** is a complex organisation responsible for delivering a variety of objectives, outcomes and services. It needs to plan effectively and to develop systems to enable scarce resources to be allocated in accordance with carefully weighted priorities. The annual Revenue and Capital budgets are the financial expression of the **Combined Authority's** plans and policies.

The revenue budget must be constructed so as to ensure that resource allocation properly reflects the plans and priorities of the **Combined Authority**. Budgets (spending plans) are needed so that the **Combined Authority** can plan, authorise, monitor and control the way money is allocated and spent. It is illegal for the **Combined Authority** to budget for a deficit. All key decisions on revenue expenditure must be made by the **Combined Authority**.

The format of the budget determines the level of detail to which financial control and management will be exercised. The format shapes the rules around how virements / journals operate, the operation of cash limits, and sets the level at which funds may be reallocated within budgets.

A report on new proposals should explain the full financial implications, following consultation with the Chief Finance Officer. Senior Managers must present a balanced budget and plan to contain the financial implications of such proposals within their budget.

Key Responsibilities for Members and Staff:

1. Specific budget approval is required for all expenditure.
2. Budget holders are consulted in the preparation of the budgets for which they will be held responsible and accept accountability within delegations set by the Chief Executive for their budgets and the objectives to be delivered. Key developments and efficiencies are included in delivery plans (for subsequent monitoring) and individual employee's Performance Development Review.
3. Preparation of the budget complies with all legal requirements.
4. The format complies with the requirements of the Chief Finance Officer and, where necessary, has regard to relevant accounting standards.
5. The format reflects the accountabilities of delivery and outcomes
6. The Chief Finance Officer will:

- (a) Advise the Combined Authority on the format and timing of the budget to be approved by the West of England Combined Authority Committee.
- (b) Prepare and submit reports on budget prospects for the Combined Authority, including resource constraints. Reports should take account of medium-term prospects, where appropriate.
- (c) Determine the detailed form of revenue budgets and the guidelines for their preparation, after consultation with the Combined Authority and the Senior Leadership Team.
- (d) Prepare and submit reports to the Combined Authority on the aggregate spending plans of and on the resources available to fund them, identifying, the implications for the level of any levy or contribution to be requested from the constituent councils.
- (e) Advise on the medium-term implications of spending decisions.
- (f) Encourage the best use of resources and value for money by working with the Senior Leadership Team to identify opportunities to improve economy, efficiency and effectiveness, and by encouraging good financial management practice.

7. Senior Managers will:

- (a) Prepare draft budgets of income and expenditure, in consultation with the Chief Finance Officer, to be submitted to the Combined Authority.
- (b) Prepare draft budgets that are timely, balanced and consistent with any relevant cash limits, and with guidelines issued by the Chief Finance Officer. The format should be prescribed by the Chief Finance Officer, in consultation with the Combined Authority.
- (c) Integrate financial and budget plans into service delivery planning, so that budget plans are reflected, where appropriate, by financial and non-financial performance measures.
- (d) In consultation with the Chief Finance Officer and in accordance with the laid-down guidance and timetable, prepare detailed draft revenue and capital budgets for consideration by the Combined Authority.
- (e) When drawing up draft budget requirements, Senior Managers will have regard to:
 - spending patterns and pressures revealed through the budget monitoring process
 - targets for growth/reduction set out in the medium term financial plan
 - implications of changes in external funding
 - legal requirements
 - other policy requirements as defined by the Combined Authority in the approved policy framework

- initiatives already under way.

Section 8 – Capital Expenditure

Why is this important?

1. Capital expenditure involves acquisition or enhancement of fixed assets which have a long-term value to the **Combined Authority**, such as land, buildings, and major items of plant, equipment or vehicles. Capital assets shape the way strategies and policies are delivered in the long term and create potential financial commitments for the future in the form of financing costs and revenue running costs. Capital expenditure must comply with the **Combined Authority's** Contract Standing Orders.
2. The Local Government Act 2000, as amended in March 2002, requires local authorities to determine expenditure limits above which such expenditure would be a key decision. All key decisions on capital expenditure must be taken by the **Combined Authority**.
3. The Government places strict controls on the financing capacity of the **Combined Authority**. This means that capital expenditure should form part of an investment strategy and should be carefully prioritised in order to maximise the benefit of scarce resources.

Key Responsibilities for Members and Staff:

1. The Chief Finance Officer will bring together estimates for capital proposals and to report them to the **Combined Authority** for approval or prioritisation within existing resources and in accordance with the Assurance Framework. **Combined Authority** approval is required for a bid for or exercise of additional borrowing approval not anticipated in the capital programme. This is because the extra borrowing may create future commitments to financing costs.
2. The Chief Finance Officer will submit reports to the **Combined Authority** on the projected income, expenditure and resources compared with the approved estimates.
3. The Chief Finance Officer will issue guidance concerning capital schemes and controls. The definition of 'capital' will be determined by the Chief Finance Officer having regard to government regulations and accounting requirements.
4. The Chief Finance Officer will obtain authorisation from the **Combined Authority** for individual schemes where the estimated expenditure exceeds the capital programme provision by more than the specified amount.
5. Officers must comply with guidance concerning capital schemes and controls issued by the Chief Finance Officer, including ensuring that all capital proposals have

undergone a full project appraisal, through submission of an appropriate business case in line with the Assurance Framework.

6. Officers must prepare regular reports reviewing the capital programme provisions for their capital schemes. They must prepare at least quarterly returns of estimated final costs of those schemes in the approved capital programme for submission to the **Combined Authority** and to the Chief Finance Officer.
7. Officers must ensure that full records are maintained for all capital contracts.
8. Officers must proceed with projects only when there is adequate provision in the capital programme and with the agreement of the Chief Finance Officer.
9. Officers must consult with the Chief Finance Officer, and to obtain authorisation from the **Combined Authority**, prior to the implementation of key decisions as part of the capital programme.
10. Officers must prepare and submit reports to the **Combined Authority**, of any variation in contract costs greater than the approved limits. The **Combined Authority** must meet cost increases by virement from savings elsewhere, or from the contingency provided for within the overall capital programme.
11. Officers must prepare and submit reports to the **Combined Authority**, on completion of all projects where the final expenditure exceeds the approved budget by more than an agreed amount.
12. Officers must ensure that credit arrangements, such as leasing agreements, are not entered into without the prior approval of the Chief Finance Officer and, if applicable, approval of the scheme through the capital programme.
13. Officers must consult with the Chief Finance Officer and to seek appropriate approval (**Combined Authority**) where they propose to bid for capital financing to support expenditure that has not been included in the current year's capital programme.
14. Officers must liaise with the **Combined Authority's** appointed VAT and Tax Advisors at the earliest opportunity, to ensure impact of any VAT or Tax issues are properly understood and managed.

Section 9 - Treasury Management (Investments & Borrowing)

Why is this important?

Significant sums pass through the West of England Combined Authority's accounts each year which need to be securely managed and controlled to maximise the Combined Authority's income. This is done in accordance with codes of practice that have been established with the aim of providing assurance that the Combined Authority's money is properly managed in a way that balances risk with return, but with the overriding consideration being given to the security of the Combined Authority's funds.

Key Objective: The Combined Authority's borrowings and investments comply with the CIPFA Code of Practice on Treasury Management in Local Authorities and with the Authority's Treasury Management Policy statement.

Key Responsibilities of Staff & Members:

1. The Chief Finance Officer will:

- Prepare the Combined Authority's Treasury Management Policy Statement and Strategy in accordance with the CIPFA Code of Practice on Treasury Management in Local Authorities and to arrange for all Combined Authority borrowing and investment in such a manner as to comply with this Statement/Strategy.
- Ensure that all investments of money are made in the name of the Combined Authority or in the name of nominees approved by the Combined Authority.
- Ensure that all securities that are the property of the Combined Authority or its nominees and the title deeds of all property in the Combined Authority's ownership are held in the custody of the Monitoring Officer.
- Authorise all borrowings in the name of the Combined Authority.
- Act as the Combined Authority's registrar of stocks, bonds and mortgages and to maintain records of all borrowing of money by the Combined Authority.
- Report to the Combined Authority, as requested, on Treasury Management activities.

2. Senior Officers will:

- Ensure that loans are not made to, and that interests are not acquired in, companies, joint ventures or other enterprises without the approval of the Combined Authority, following consultation with the Chief Finance Officer.

Section 10 – Accounting Systems and Processes

Why is this important?

It is important to ensure that the Combined Authority maintains effective & efficient systems of accounting and financial control are in place in order that its assets and interests are effectively safeguarded against loss. It is important that all stakeholders have confidence in the integrity of the Combined Authority's financial administration.

Objectives of Accounting Systems and processes:

- To ensure that a true and complete record of all Combined Authority transactions is maintained.
- To ensure that the Combined Authority complies with legislation / regulations.

Implications if above objectives are not achieved:

1. The Combined Authority may not operate within the law;
2. Incorrect management information, leading to poor decision making;
3. Financial loss;
4. Reputational loss, e.g. through publication of a critical External Auditors report;

Key Responsibilities for Staff & Members:

1. The Chief Finance Officer will be responsible for maintaining the accounts of the Combined Authority and for the approval of all accounting records and financial systems.
2. All Senior Officers must ensure that responsibility for the preparation and processing of accounting information e.g. coding of income and expenditure is assigned to specified Officers, transactions are authorised / approved by responsible officers and an audit trail is maintained.
3. Capital expenditure must be accounted for separately from revenue expenditure and must, therefore, be coded to the appropriate capital expenditure code.
4. The Chief Finance Officer will be responsible for producing the timetable and standards for the production of final accounts each year.

5. The Chief Finance Officer shall agree all borrowing and lending arrangements and these shall operate in accordance with the Combined Authority's Treasury Management Policy Statement and the appropriate accounting bodies' Codes of Practice. All investments, borrowing, leasing and other capital financing arrangements shall be effected in the name of the Combined Authority.
6. The Monitoring Officer, shall hold all securities that are the property of or are in the name of the Combined Authority or its nominees and the title deeds of all properties in its ownership, in safe custody.
7. The Chief Finance Officer will:
 - Ensure that the Combined Authority does not enter into leasing contracts which compromise the Combined Authority's spending limits set with regard to its Prudential Indicators.
 - Provide financial expertise and advice on leasing arrangements and contracts.
 - Ensure that best value is achieved in leasing contracts, including aggregation of the Combined Authority's leasing requirement where appropriate.

All Officers must refer all proposed leasing arrangements, within their Services, to the Chief Finance Officer.

8. All Trust Funds shall, wherever possible, be in the name of the Combined Authority and all officers acting as trustees by virtue of their official position shall deposit all securities and other documentation relating to the Trust Fund with the Monitoring Officer.
9. The Chief Finance Officer will ensure that all financial officers work to recognised Financial Standards and will ensure that clear instructions are issued to all relevant members of staff on key processes, including:
 - Control Accounts
 - Coding Protocols
 - Cash Flow Management
 - Capital Grants
 - Capital Expenditure
 - Capital Charges
 - Balance Sheet Balances
 - BACS Payments
 - Accounting statements
 - Monthly Accruals

- Year End Accruals
- Interfaces with the Financial Management System
- Suspense Accounts

Section 11 - Payroll

Why is this important?

Staff costs are the largest item of expenditure for most **Combined Authority** services. It is therefore important that payments are accurate, timely, made only to the right people and that payments accord with individuals' conditions of employment.

It is important that all payments are accurately and completely recorded and accounted for, as this ensures accurate information for budget holders.

Income Tax and National Insurance contributions to HM Revenue & Customs must be complete and accurate. Individuals defined as employees must be paid through the **Combined Authority's** approved payroll system.

Objectives of payroll processing:

- Payments are only made to those entitled to payments, (i.e. employees) at the correct rate and time.
- All payments and associated deductions are properly accounted for.
- Processes are in place to meet the organisation's needs for accurate and timely management information regarding payroll costs.

Implications if above objectives are not achieved:

1. Payments are made:
 - for work not undertaken,
 - to a person not entitled,
 - at the wrong rate,
 - that contravene employment legislation,
 - leading to potential financial loss;
2. Adverse publicity because of failure to pay efficiently and effectively;
3. Untimely and inaccurate information to budget holders;
4. The **Combined Authority** being penalised by the HM Revenue & Customs for failure to account for statutory deductions, e.g. Income Tax and National Insurance contributions.

Key Responsibilities for Staff & Members:

1. The payment of salaries, allowances and other emoluments must be made under arrangements approved and controlled by the Chief Finance Officer.
2. Senior Managers are responsible for providing the Payroll Service Provider with the details of those Officers under their management and control that can authorise payroll documents / transactions.
3. All salary notifications must be properly authorised and in accordance with the employment contract.
4. All travelling, subsistence and other allowances (including staff Professional Subscriptions), for both officers and the Mayor, must be paid through the Combined Authority's Payroll system.
5. The use of Petty Cash account or other non-PAYE payment systems are not permitted under any circumstances, for the payment of salaries, travelling and subsistence expenses.
6. No payments should be made to Self Employed Individuals without an assessment of that individual's employment status first being made in line with the latest HM Revenue & Customs criteria.
7. Each Senior Manager is responsible for ensuring that the person engaging someone to perform a task determines their employment status and whether they should be paid via payroll.
8. All Payroll documents / forms submitted must be the latest approved version.
9. Appropriate budget provision must be available.
10. Salary payments are made in accordance with employment law.
11. Statutory deductions are made in accordance with regulations and properly paid over to appropriate bodies.
12. Other non-statutory deductions, e.g. Union subscriptions, are made in accordance with authorised requests.
13. Pension enhancements are awarded in accordance with approved policies.
14. All payments made are properly recorded and correctly charged to the appropriate expenditure codes and management information issued in a timely manner.
15. Members of staff who owe debts to the Combined Authority will have these debts deducted promptly from salary.
16. It is the responsibility of all employees to immediately contact both their Manager and the Payroll Service Provider when they discover that any overpayment of salary or allowance has occurred.

Failure to do this knowingly may be regarded as theft, under the law, and may be the subject of disciplinary action by the Combined Authority against the individual concerned

Section 12 – Ordering and Paying for Works, Goods & Services

Why is this important?

The **West of England Combined Authority** must be able to demonstrate probity and value for money in spending public money, in accordance with its Procurement Strategy and Contract Standing Orders.

All **Combined Authority** Members and employees have a responsibility for spending public funds wisely and ensuring that all payments are valid, legal and represent the best use of resources.

Objectives of order and payment processes:

- To secure value for money by obtaining the best price for the quality of works, goods and services required.
- The **Combined Authority** only pays bona-fide organisations or individuals the correct amount at the appropriate time in line with appropriate contractual terms and conditions
- The **Combined Authority** properly accounts for works goods & services ordered and payments due or made.
- The **Combined Authority** complies with legislation covering VAT, payments to Sub-Contractors and other taxable payments
- The **Combined Authority** undertakes appropriate employment status checks on organisations or individuals in line with HM Revenue & Customs requirements

Implications if above objectives are not achieved:

1. **The Combined Authority** pays more than necessary for goods or services.
2. Payments are made for goods / services not required or not received.
3. Duplicate payments are made.
4. **The Combined Authority** fails to pay for goods or services in a timely basis resulting in adverse publicity, loss of goodwill.
5. Incorrect recovery of VAT leading to assessments and penalties from HM Revenue & Customs or loss of recoverable VAT.
6. Incurring HM Revenue & Customs penalties for failing to assess employment status appropriately.
7. Inaccurate and untimely information provided to budget holders.

Placing Official Orders:

1. Officers must only use **Combined Authority** monies for the purchase of works, goods & services which are for the express use of the **Combined Authority. Members, employees or others engaged with the Combined** Authority must not use the the **Combined Authority's** ordering or payments systems for personal use or benefit.
2. Members, Officers and individuals engaged to work for the **Combined Authority** must declare any links or personal interests that they may have with purchasers, suppliers and/or contractors if they are engaged in contractual or purchasing decisions on behalf of the authority, in accordance with these Financial Regulations (Section 20) and the Authority's Code of Conduct.
3. Officers **must** issue **Purchase Orders** for all goods and services unless there is a specific exemption as outlined in Contract Standing Orders.
4. Senior Managers **must** designate specific employees who are authorised to place orders on their behalf and operate procedures which secure value for money. The procedures **must** be properly recorded, communicated to staff and continuously monitored.
5. All **Purchase Orders** must be raised through the **Combined Authority's** Financial Management System.
6. There may be occasions, in cases of emergency only, when a verbal order is placed. These must be the exception rather than the rule and **must** always be confirmed as soon as practicable by the issue of an Official Order.
7. Before placing orders for goods and services the budget holder responsible **must** ensure that there is sufficient budget available.
8. All orders placed **must** comply with the **Combined Authority's** Contract Standing Orders, which provides guidance on obtaining alternative prices, seeking value for money and complying with National and European requirements.

Receiving Goods & Services:

9. When receiving works, goods or services, the budget holder is responsible for ensuring that timely checks are made to ensure that:

- The works goods or services are in accordance with the order placed,
- Any faults or deficiencies are reported to the contractor/supplier and remedial action taken,
- Where necessary, inventories or stock records have been updated,
- Goods delivered are placed in the safe custody of their authorised recipient.

Making Payments:

10. All payments on behalf of the **Combined Authority** will be made with the authority of the Chief Finance Officer.
11. Payments **must not** be made unless the works, goods and/or services have been received by the **Combined Authority** to the correct price, quantity and quality standards, and that an invoice for the same works, goods and/or services has not been previously passed for payment.
12. **Senior Officers** must designate specific employees who are authorised to approve invoices for payment on their behalf.
13. There must be a separation of duties between the Officer raising the Purchase Requisition and the Officer authorising the Requisition to enable a Purchase Order to be generated. This is important because invoices linked to an Official Purchase Order will be processed and paid without any further authorisation. If for reasons of efficiency a Senior Officer enables an Officer to both generate and approve a Purchase Requisition then that Senior Officer must ensure that the expenditure is scrutinised by another Officer within a reasonable period of time, this could be linked to the 'goods / services received' recording system.
14. All Senior Officers **must** ensure adherence to all instructions issued by the Chief Finance Officer in respect of year-end accounting arrangements.
15. Payments to employees of salaries, wages, and travel & subsistence expenses **must** be made through the Payroll system and not via any other payment system.
16. Where appropriate Corporate Purchasing Cards can be used to make payments (see Section 21).
17. Officers must ensure that appropriate VAT documentation is obtained from the contractor / supplier to ensure that VAT is correctly accounted for and that the **Combined Authority** can maximise recovery of recoverable VAT.

18. The Combined Authority must comply with the requirements of the Construction Industry Scheme when paying construction industry subcontractors.
19. No payments will be made through through Petty Cash Accounts.

Section 13 – Income Collection

Why is this important?

Income can be vulnerable to loss. Effective income collection systems are necessary to ensure that all income due is properly identified, collected, receipted, banked, and brought to account.

Objectives of income processes:

- To ensure that all sources of income that may be due to the Combined Authority are identified, claimed and collected at the right time.
- All payments received are accepted, recorded, reconciled and banked promptly and correctly.
- Managers and employees have a clear understanding of their responsibilities regarding the identification, collection, banking and reconciliation of income due to the Combined Authority.

Implications if above objectives are not achieved:

1. Income being lost to the Combined Authority;
2. Resources may be wasted by the failure to collect income quickly and economically;
3. Adverse publicity caused by the failure to collect income efficiently and effectively;
4. Theft, misappropriation or loss of income;
5. Bad debts leading to write-offs.
6. Failure to deal with VAT correctly results in assessments and penalties from HM Revenue & Customs or a loss of income to the Combined Authority

Key Responsibilities for Staff & Members:

1. All arrangements for the collection, accounting and banking of income due to the Combined Authority must be subject to the approval of the Chief Finance Officer.
2. The appropriate Senior Officer will be directly responsible for the safe custody, recording, control, issue and use of official receipting systems, receipt books, tickets, account books and other income documentation in their specific Service area.
3. Responsibility for income collection must be separated from the person raising the debtor account on the accounting system.

4. Only payment or write-off shall discharge all sums due to the Combined Authority.
5. All refunds of overpayments must be made through the Combined Authority's Creditors system and NOT out of income. To help prevent money laundering activity refunds must always be paid back to the same bank account as the original payment. Any large cash payments to be refunded must be considered in terms of potential money laundering prior to authorisation of the refund amount.
6. Individuals must not borrow Combined Authority monies. Borrowing monies includes holding or banking personal cheques in exchange for Combined Authority cash.
7. All amounts written-off will be authorised by the Chief Finance Officer and the Monitoring Officer.
8. Sums due to the Combined Authority as debts from members of staff shall be deducted promptly from salary. Senior Officers will ensure that all debts due are recovered promptly and any outstanding balances due, at the time of cessation of employment, are deducted from employee's final salary or any other monies due to that employee.
9. VAT is charged where appropriate, in accordance with the HM Revenue & Customs regulations. Where an individual Service makes a new type of charge for any reason they must consult the Combined Authority's VAT advisor before setting prices.
10. Senior Officers must ensure that all members of staff, within their Service, responsible for the collection and reconciliation of income, comply with the requirements of the Combined Authority's Anti-Money Laundering Policy.

Section 14 – Bank Accounts, Banking and Cash Handling

Why is this important?

All **Combined Authority** bank accounts are held and managed centrally. If any other bank account is required for any reason, the Officer should seek guidance from the Chief Finance Officer.

Objectives of Banking & Cash Handling processes:

- To ensure that all income and expenditure is transacted through authorised bank accounts.
- To ensure that all money is held securely.
- To ensure monies are banked in an authorised bank account in a timely manner and accurately recorded.
- To ensure all transactions are bone fide, accurate and within predetermined limits.

Implications if above objectives are not achieved:

1. Theft or loss;
2. Staff and premises vulnerable to attack;
3. Resources wasted due to poor cash flow management;
4. Inability to prove that deposits have been made into the bank account or that payments have been made by debtors;
5. Damage to the **Combined Authority**'s reputation through adverse publicity;
- 6 Failure to deal with VAT correctly results in assessments and penalties from HM Revenues & Customs or a loss of income to the **Combined Authority**.

Key Responsibilities for Staff & Members:

1. The Chief Finance Officer will be responsible for making such arrangements as are appropriate and necessary with the **Combined Authority**'s Bankers relating to all financial transactions.
2. The Chief Finance Officer will ensure that proper arrangements are made for the secure printing, secure retention and issue of cheques.
3. All bank accounts must be opened and closed by the Chief Finance Officer. Any subsidiary Bank Accounts can only be opened with the express authority of the Chief

Finance Officer, who will provide specific instructions on the control and use of such accounts.

4. Any overdraft on the aggregated **Combined Authority**'s main bank accounts is permitted only to the extent authorised by the Chief Finance Officer. Overdrafts are not permitted on any other bank accounts.
5. The Chief Finance Officer will make available written guidance on the processes to be followed to transfer monies electronically (CHAPS / BACS).
6. The Chief Finance Officer will specify arrangements for the collection and banking of all income due to the **Combined Authority**, and to approve the procedures, systems and documentation for its collection, security and banking.
7. All money received by an employee, on behalf of the **Combined Authority**, must be properly recorded and paid without delay into the **Combined Authority**'s bank account.
8. Where third parties are contracted to bank income on behalf of the **Combined Authority**, the Chief Finance Officer will specify and agree the contract arrangements, prior to entering into any such contract.
9. The Chief Finance Officer shall ensure that the reconciliation of all bank accounts held by the **Combined Authority** is undertaken at regular intervals to ensure the prompt investigation of discrepancies.
10. All keys to safes and similar receptacles must be carried by the person responsible at all times; loss of such keys must be reported, without delay, to the Chief Finance Officer (Internal Audit Function).

Section 15 – Asset Management

Why is this important?

The **Combined Authority** may hold fixed and moveable assets in the form of land, buildings, plant and machinery, vehicles, equipment, software, and other items with significant value. It is important that all assets are safeguarded and used efficiently in service delivery, and that there are arrangements for the security of both assets and information required for service operations.

An up-to-date asset register is a prerequisite for proper fixed asset accounting and sound asset management. Inventories of moveable items are particularly important in connection with potential insurance claims.

Objective of asset management:

- To ensure that assets are used to achieve the approved policies and objectives of the **Combined Authority** with the minimum level of waste, inefficiency or loss for other reasons.

Implications if above objective is not achieved:

1. Money may be wasted by acquiring inappropriate assets;
2. Assets may be used inefficiently;
3. Loss or damage;
4. Money may be wasted by maintaining obsolete or unnecessary assets;
5. Income may be lost by not achieving best terms for disposal of assets.

Key Responsibilities for Staff & Members:

1. Every Senior Manager shall be responsible for the custody of all buildings, equipment, stocks, stores, vehicles, furniture and cash used within their Service environment and for their general security.
2. Official inventories and stores records shall be kept under arrangements approved by the Chief Finance Officer, and all desirable and portable property shall be securely marked "Property of West of England Combined Authority".

3. Items recorded in official inventories must subject to a regular independent physical check (at least annually). All discrepancies should be investigated and pursued to a satisfactory conclusion. Any discrepancies not resolved must be reported to the appropriate Senior Manager and Internal Audit.
4. The Chief Finance Officer (or their authorised representative) has the right of access to all **Combined Authority** establishments to verify assets, records or accounts.
5. Senior Officers should ensure that stocks and stores are not carried in excess of economic requirements.
6. All 'moveable' property will only be disposed of in accordance with procedures approved by the Chief Finance Officer.
7. The Chief Finance Officer will maintain a register of all assets owned by the **Combined Authority**.
8. Senior Officers shall inform the Chief Finance Officer of all relevant details, including financial implications, relating to the purchase, lease, holding or sale of assets held on the **Combined Authority's** behalf.
10. All **Combined Authority** assets must be used solely for official **Combined Authority** business. **Combined Authority** assets must not be used for personal use.
11. Where any irregularity is suspected in the custody or use of a **Combined Authority** asset, the matter must be treated as a financial irregularity and reported immediately to the appropriate Senior Officer and Internal Audit provider.

Section 16 – Asset Leasing

Why is this important?

The Combined Authority has freedoms to pursue various capital and revenue options for the funding of asset acquisitions. It is therefore important to ensure the most cost effective form of funding is sourced for each acquisition. This may or may not be leasing, but where leasing is pursued the reporting requirement must be carefully considered.

Objectives of controlling Asset Leases:

- To ensure terms and conditions of leases are appropriate.
- To ensure the lease is correctly recorded in the Combined Authority's accounts.
- To ensure compliance with Procurement Regulations.

Implications if above objectives are not achieved:

1. The cost of leasing the asset is greater than alternative finance options.
2. The Combined Authority's accounts are incorrectly stated.
3. Legal challenge as a result of a breach in Procurement Regulations.

Key Responsibilities for Staff & Members:

1. Senior Officers must refer all proposed leasing arrangements, within their Service areas, to the Chief Finance Officer.
2. Approval must be obtained from the Chief Finance Officer for all asset leases.

Section 17 – Insurance

Why is this important?

All organisations, whether private or public sector, face risks to people, property and continued operations. Insurance, either through external providers or through the Combined Authority's own fund, form a vital part of the management of these risks.

Objectives of Insurance:

- To ensure that risks exceeding acceptable levels are determined and adequately insured against where appropriate.
- Material risks are monitored on an ongoing basis, and the level of insurance cover (external or internal) adjusted accordingly.

Implications if above objectives are not achieved:

1. The Combined Authority maintains insufficient risk reserves or insurance policies to cover the potential financial costs of replacement.
2. Claims are not processed efficiently or effectively.
3. Adverse publicity for the Combined Authority.

Key Responsibilities for Staff & Members:

1. The Chief Finance Officer shall be responsible for:
 - a) Effecting appropriate insurance cover and maintaining the relevant administrative systems.
 - b) To manage the Combined Authority's internal funding, including prescribing how claims should be made.
 - c) To negotiate all claims in consultation with the Insurers, Monitoring Officer and other officers, as necessary.
 - d) To include all appropriate employees of the authority in a suitable fidelity guarantee insurance, and provide adequate public liability, and employer's liability cover.
 - e) To periodically undertake a general revaluation of Combined Authority assets and effect appropriate changes to the corresponding insurance cover following revaluation.

- f) To identify claims trends and implement appropriate risk management measures.
- 2. Senior Officers shall notify the Chief Finance Officer (or their Insurance representative) promptly on any matters affecting insurance cover, including all new risks and amendments to existing risks.
- 3. Senior Officers shall notify the Chief Finance Officer (or their Insurance representative) immediately, in writing, of any accident, loss, liability or damage or any event likely to lead to a claim on or by the Combined Authority whether covered by insurance or not. An admission of liability or blame should not be made either verbally or in writing.
- 4. Senior Officers shall take all reasonable measures to reduce risk and liability within their Service areas. In addition, they shall ensure that work for external organisations is appropriately covered by professional indemnity insurance.
- 5. Members and Officers of the Combined Authority who intend to travel abroad on official business must ensure that the necessary insurance cover has been arranged.

Section 18 – Value Added Tax (VAT)

Why is this important?

The purpose of this section of the regulations is to ensure that service managers and employees have a clear understanding of their responsibilities regarding VAT.

Like all organisations, the Combined Authority is responsible for ensuring that its VAT affairs are managed efficiently and in accordance with legislation. Tax issues are often very complex and the penalties for incorrect accounting for VAT can be severe. It is therefore very important that all officers are aware of their role so that the Combined Authority adheres to current VAT law and best practice.

In particular the Combined Authority can only recover VAT incurred on 'VAT-exempt' business activities if the total falls below its 'partial exemption' limit. Detailed planning is required to ensure that the Combined Authority can continue to recover this VAT, on both new schemes and existing expenditure.

Objectives of taxation control processes:

To ensure that the Combined Authority only pays the correct amount of VAT and accounts for it in accordance with statutory requirements:

- budget managers are provided with relevant information and kept up to date on VAT issues
- budget managers are instructed on required record keeping
- all taxable charges and payments are identified, properly carried out and accounted for within stipulated timescales
- records are maintained in accordance with Combined Authority instructions and subject to internal checks
- accurate returns are made to the appropriate authorities within the stipulated timescale.

Implications if above objectives are not achieved:

1. Unnecessary payment of taxes or under-recovery of tax due, leading to wasted resources;
2. Failure to identify taxable income and pay over the tax due, leading to possible assessments, interest and penalties, as well as considerable extra work;

3. Incorrect or duplicate recovery of VAT paid to suppliers, again leading to additional costs and work;
4. Inadequate planning or lack of consultation leads to poor decisions, resulting in errors or a loss of income;
5. Failure to consult early on expenditure related to VAT-exempt income adding to the risk of the Combined Authority breaching its 'partial exemption' limit.

Key Responsibilities:

1. The Chief Finance Officer will:

- Maintain up to date guidance about VAT for Combined Authority employees, and provide updates and advice to staff.
- Respond to all queries from Services, seeking external advice if necessary.
- Make checks of VAT charged to customers and to be reclaimed, then ensure completion of a monthly return of VAT inputs and outputs to Her Majesty's Revenue & Customs (HM Revenue & Customs).
- Deal with all visits and correspondence from HM Revenue & Customs.
- Ensure that the VAT incurred in relation to 'exempt' business income is not at risk of exceeding the partial exemption limit in any financial year, and undertake the annual calculation after the year end.

2. Senior Managers will have responsibility:

- To ensure that staff are trained to deal with VAT correctly
- To ensure that the correct VAT is paid from income due to the Authority, and that VAT on purchases is recovered in line with HM Revenue & Customs regulations.
- To follow the instructions on taxation issued by the Chief Finance Officer on the Combined Authority's VAT intranet site and in other documents.
- To check the VAT status of any new type of income with the VAT Analyst
- To ensure that all new schemes, in particular involving capital expenditure or changes to current arrangements, that in service areas which involve VAT-exempt income, are notified to the Combined Authority's VAT Analyst at the earliest opportunity.
- To liaise with the Combined Authority's VAT Analyst if there is any type of query concerning VAT or if it is believed that an error may have occurred.

Section 19 - Information Systems Management

Why is this important?

Information is a key business enabler and Services are heavily reliant on information and information systems (electronic or manual) to deliver services and manage business processes. As such, reliable and well managed information systems are an essential element of service provision.

The purpose of this section of Financial Regulations is to ensure that users of the **Combined Authority**'s information and information systems are aware of their role and responsibilities relating to the processing, handling and storage of information.

Objectives and Risks

The principle objectives of good information systems management are to ensure that:

- All information systems conform to **Combined Authority** policies and standards;
- Systems are reliable and well managed, information is secured and protected and that confidentiality, integrity and availability are maintained;
- Systems are procured, developed, implemented and maintained to ensure that maximum benefit is obtained by using them to their full potential; and
- Contingency plans are developed and maintained so that loss and service delivery disruption is minimised in the event of disaster occurring.

The **Combined Authority**'s information and information systems are important business assets and as such need to be appropriately managed to ensure that customer satisfaction, competitive edge, financial viability, legal compliance and reputation are maintained.

Information and information systems are faced with risks and threats from a wide range of sources, including technology-assisted fraud, espionage, sabotage, vandalism and environmental disasters such as fire and flood.

In order to mitigate these risks the **Combined Authority** has identified the following factors as critical to the successful implementation of good information systems management.

1. **Information Management Policies**

The Chief Finance Officer shall ensure that appropriate policies and procedures are in place to set clear direction in line with business objectives and demonstrate support for, and commitment to, information management standards throughout the **Combined Authority**.

The **Combined Authority**'s principle objectives in good information management are outlined in relevant information and security policies.

2. **Organisational Security**

The Chief Finance Officer shall ensure that a management framework is established to initiate and control the implementation of good information management throughout the **Combined Authority**.

Information management is a business responsibility shared by all information users, therefore all managers and users have a role and responsibility for adopting good practice, processing information in a secure and efficient manner and complying with **Combined Authority** Policies and standards.

3. **Asset Control**

Owners should be identified for all assets, hardware, software and information, and the responsibility for the maintenance of appropriate controls should be assigned. The implementation of specific controls may be delegated by the owner as appropriate but the owner remains responsible for the proper protection of these assets.

Information, (including: databases & data files, contracts & agreements, system documentation, user manuals, training material, operational or support procedures), is an asset and to ensure that information receives an appropriate level of protection it should be classified to indicate the need, priorities, and expected degree of protection. The **Combined Authority**'s information classification scheme should be used to define an appropriate set of protection levels and communicate the need for special handling measures.

4. **Records Management**

Records Retention - System owners are responsible for disseminating responsibility to their staff, to ensure that all records are kept for the minimum amount of time as required by relevant legislation or as detailed in **Combined Authority** policies.

Records Disposal - All hardware, software and records, (both electronic and hardcopy), that are obsolete or have reached the end of their lifecycle should be securely destroyed.

5. **Personnel Security**

Senior Managers shall ensure that information management responsibilities are addressed with all employees in their service areas, ideally prior to engagement, and that the terms and conditions of employment provide assurance that employees, contractors and third party users understand their responsibilities.

All employees of the **Combined Authority** and, where relevant, contractors and third party users should receive appropriate awareness training and regular updates in **Combined Authority** policies and procedures. Third party users are required under the Application Hosting Policy to sign an agreement in relation to their roles and responsibilities.

6. **Physical and Environmental Security**

To prevent unauthorised access, damage, or interference to **Combined Authority** premises, equipment and information processing facilities the Chief Finance Officer is to ensure that procedures are implemented that ensure:

- all critical and/or sensitive information processing facilities and equipment are housed in secure areas;
- buildings are protected by defined security perimeters, with appropriate security barriers and entry controls; and
- precautions are taken to ensure that access to all PCs, laptops and any other communications devices is restricted at all times to authorised personnel. (Refer to the System Access & Password Management Policy)

7. **Information Processing**

The Chief Finance Officer and IT Services provider are to ensure that responsibilities and procedures for the management and operation of all information processing

facilities are established. Segregation of duties should be implemented, where appropriate, to reduce the risk of negligent or deliberate system misuse.

8. Access Control

Access to information, information processing facilities, and business processes should be controlled on the basis of business and security requirements. Access control rules should take account of the Combined Authority's policies for information dissemination and authorisation.

The System Access and Password Management Policy provides further detail.

9. System Procurement, Development and Maintenance

Information management requirements should be identified and agreed prior to the any procurement, development and/or implementation of information systems. All information management requirements should be identified at the requirements phase of a project, justified, agreed, and documented as part of the overall business case for an information system.

Major procurement of hardware and software systems is in the first instance to be referred to the Chief Finance officer for advice and approval including receiving assurance that security, legal compliance and information management issues are managed.

10. Information Security Incident Management

The IT Services provider shall ensure that formal security incident reporting and escalation procedures are in place.

All employees, contractors and third party users should be made aware of the procedures for reporting the different types of incidents, events and weaknesses that might have an impact on the management of the Combined Authority's information and information systems.

11. Business Continuity Management

The Senior Leadership Team shall ensure that a business continuity management process is implemented to minimise the impact on the Combined Authority and recover from loss of information assets (which may be the result of, for example,

natural disasters, accidents, equipment failures, and deliberate actions) to an acceptable level through a combination of preventive and recovery controls.

This process should identify the critical business processes and integrate the information security management requirements of business continuity with other continuity requirements relating to such aspects as operations, staffing, materials, transport and facilities.

12. **Compliance**

The Chief Finance Officer shall ensure that adequate policies and procedures are in place to ensure compliance with all relevant legislation in respect of information held, both electronic and hard copy, including, but not limited to:

- Data Protection Act 1998
- Freedom of Information Act 2000
- Environmental Information Regulations 2004
- Computer Misuse Act 1990
- Copyright, Designs and Patents Act 1988

Senior Managers shall ensure that the processing of person-identifiable information within their service areas is carried out in accordance with the 8 Data Protection Principles.

Senior Managers are to ensure that adequate processes and procedures are in place within their service areas to liaise with the **Data Protection Officer** to ensure that information requests are satisfied within the statutory timescales contained within the appropriate legislation.

Senior Managers shall inform the **Authority's Data Protection Officer** of all issues concerning data protection identified within their service areas.

Section 20 – ‘Employee’ Interests, Gifts and Hospitality

Why is this important?

The public is entitled to expect conduct of the highest standard from Local Government employees. Public confidence in the integrity of such persons will be shaken by the least suspicion, however ill-founded, of influence being exerted on **Authority** business, through financial (or other) inducements or conflicts of interests.

The purpose of this section of the regulations is to ensure that all employees (and other individuals engaged in official **Combined Authority** business) have a clear understanding of their responsibilities when they have an interest or receive / give gifts and hospitality related to their **Combined Authority** position.

Failure to declare interests, gifts and hospitality could be a breach of legislation. Section 117 of the 1972 Local Government Act requires individuals to declare any financial interest, whether direct or indirect, in any existing or proposed contract. The Bribery Act 2010 makes it an offence to offer, promise or give a bribe (Section 1). It is also be an offence to request, agree to receive, or accept a bribe (Section 2). Section 6 of the Act creates a separate offence of bribing a foreign public official with the intention of obtaining or retaining business or an advantage in the conduct of business. A corporate offence is created under Section 7 of failure by a commercial organisation to prevent bribery that is intended to obtain or retain business, or an advantage in the conduct of business, for the organisation. An organisation will have a defence to this corporate offence if it can show that it had in place "adequate procedures" designed to prevent bribery by or of persons associated with the organisation.

Objectives of guidance and rules governing possible conflicts of interest:

The key objectives are:

- Ensure that the interests of the public remain paramount;
- Officers are impartial and honest in the conduct of their official business;
- Public monies is used to the best advantage of the **Combined Authority**, always ensuring value for money.

It is important that all potential conflicts of interests are properly identified and recorded and that a record of appropriate action taken is made. This will assist in maintaining public confidence and assist in achieving the **Combined Authority**'s commitment to tackle fraud and corruption within or external to the organisation.

Key Responsibilities for Employees and other individuals engaged on Authority business:

1. All employees must be aware of the Employee Code of Conduct
2. On starting employment / engagement (consultant or agency worker) on Combined Authority work or at any time during the period of employment / engagement individuals must declare 'interests' by notifying the Monitoring Officer.
3. The Register of Interests will be maintained to enable employees to submit declarations to the Monitoring Officer. Interests will include:
 - Organisation Membership (not open to the public without formal membership and commitment of allegiance and which has secrecy about rules or membership or conduct)
 - Other employment / business
 - Land Interest
 - Financial Interest
 - Family / Friends
4. During the course of their duties, employees may receive offers of gifts and hospitality of one form or another and it is important that employees are able to recognise what is, and what is not, acceptable. The following guidelines should be adhered to:
 - Acceptance of gifts and hospitality must be recorded in a Gifts & Hospitality Register to be maintained by the Monitoring Officer.
 - Gifts which may be sent / offered to employees by outside contractors or organisations should be returned politely with a suitable official letter, and details recorded in the Register.
 - Gifts can only be accepted when they are of nominal value, i.e. less than £25; or functional items suitable for business use, e.g. diaries, calendars, and pens.
 - On no account should an employee accept either secondary employment or a financial payment from any person, body or organisation, with which the Combined Authority is involved, e.g. contractors, developers, consultants.
 - Normally, visits by employees to exhibitions, demonstrations, conferences, business meals, social functions, in connection with their official duties shall be at the Combined Authority's expense.
 - Where hospitality, in the form of meals and drinks, is offered by a third party, this is normally only acceptable where it forms part of, or immediately follows on from, normal business meetings/discussions held during the normal working day.

- Where offers of hospitality are made, i.e. invitations to dinners, these should only be accepted if there is a clear and demonstrable benefit to the **Combined Authority**, and the hospitality would not expose the **Combined Authority** to criticism that the provider of the hospitality was achieving undue influence. Attendance must have the relevant Senior Manager approval in advance, and must be recorded in the Register of Gifts and Hospitality.
 - Offers of hospitality in the form of purely social events and sporting occasions should on no account be accepted when these are from organisations with which the Combined Authority has commercial links. However, invitations to social events from non-commercial organisations with which the Combined Authority has a partnership arrangement will be acceptable, but must have Senior Manager advance approval, and must be recorded in the Electronic Register.
 - Regular social contact, i.e. drinks in a public house, with representatives of organisations which supply, or hope to supply, goods or services to the **Combined Authority** must be avoided. Where such instances do occasionally take place, i.e. after late working, officers should ensure that they “pay their way” and that the costs of such contact are not met by the other party.
 - For their own protection, officers may wish to consider recording such events in the Electronic Register.
 - Apart from participating in concessionary schemes arranged by the **Combined Authority**, trade unions or other groups for their members, employees shall not avail themselves of the services of contractors employed by the **Combined Authority** for acquiring services, materials, labour or plant at cost, trade or discount prices.
5. Suspected irregularities concerning conflicts of interest, giving and acceptance of gifts & hospitality must be reported without delay to the Monitoring Officer, and where appropriate, to the Chief Executive.
 6. Employees responsible for the purchase of goods and supplies on behalf of the **Combined Authority** should note that any promotional offers given by suppliers are the property of the **Combined Authority**.
 7. These promotional offers normally take the form of a free gift, a holiday offer or vouchers towards goods. Promotional offers should **ONLY** be used for the benefit of the **Combined Authority**, and the Senior Manager concerned will decide how such offers are to be used.
 8. All promotional offers accepted and declined and the course of action determined by the Senior Manager must be recorded in the Register.

Section 21 – Corporate Purchasing Cards (Credit Cards)

Why is this important?

A corporate purchasing card is an efficient and effective option of procuring goods and services which are generally a one off or ad hoc expense. Only authorised permanent employees will be provided a purchasing card with the agreement of the relevant Senior Manager.

The purpose of this section of the regulations is to ensure that all employees have a clear understanding of their key responsibilities when using the **Combined Authority's** Corporate Purchasing Card.

Objectives of the Corporate Purchasing Card:

Purchasing Cards streamline the purchasing process and offer the following benefits:

- Reduce Supplier Set-Up in the **Authority's** Financial System
- Reduce number of purchase orders raised and invoices processed,
- Increase speed of payment to suppliers,
- Increase the speed of obtaining goods and services.

Implications if the purchasing card is not used appropriately:

1. Failure to secure value for money (there's a requirement to obtain quotes and tenders - Contract Standing Orders);
2. Payments are made for non-business use goods and services;
3. Payments are duplicated;
4. Loss of recoverable VAT;
5. Fraud & theft
6. Inaccurate coding of Expenditure

Key Responsibilities for Staff:

1. The Chief Finance Officer will be responsible for authorising all Purchasing Card application forms.
2. The Chief Finance Officers must authorise the issue of all new Purchasing Cards to members of permanent staff only.

3. Senior Managers will be responsible for agreeing the transaction, monthly credit limits and categories of expenditure for all Corporate Purchasing Cards issued within their Service.
4. All Cardholders must abide by the requirements of the Purchasing Card Terms & Conditions and the Purchasing Card Procedure Guide.
5. The cardholder must ensure that the Purchasing Card issued to them is kept in a safe place at all times and access is strictly limited.
6. The Purchasing Card must only be used to purchase goods or services on behalf of the **Combined Authority** and must only be used by the named cardholder.
7. All purchasing card holder should obtain a VAT or “retailer’s” receipt. This should be retained until the card holder has verified the sums shown on the monthly statement.
8. Some suppliers are “VAT-enabled” and the statement will show purchases net of VAT. For those suppliers where the amounts are shown gross and (subject to being material as defined in the guide) the cardholder should reclaim VAT for these items and when it is reclaimed they must retain the receipt to evidence the transaction.
9. The cardholder must ensure that purchasing card transactions are accurately coded in the **Combined Authority**’s Financial System.
10. Senior Managers must ensure that the detailed procedures and key controls, as specified in the Purchasing Cards Procedures Guide, are strictly followed.
11. Any misuse of the Purchasing Card will be treated as misconduct and subject to normal disciplinary procedures.

Section 22 – International Travel

Why is this important?

If International travel, by Combined Authority Officers and Members, is not administered efficiently and robustly, the Combined Authority is very open to criticism and loss of reputation.

It is critical that the decision making process and rationale is clearly documented to include all aspects of the trip, such as expected outcomes/benefits, lead officer, number of Combined Authority officers, external parties/delegates, rationale for numbers etc, overall budget required and reporting requirements both before and after the trip.

The Combined Authority's Financial Regulations and Standing Orders will continue to apply when arranging and making payments for international visits.

Objectives of International Travel Guidelines:

- To ensure that Combined Authority Members and Officers obtain value for money and that the Combined Authority only incurs expenditure on activities relating to officially approved international visits.

Implications if above objectives are not achieved:

1. Failure to secure value for money.
2. Travel not officially authorised
3. Resources may be used inappropriately
4. Loss of reputation to the Combined Authority and adverse publicity
5. Loss of recoverable VAT

Key Responsibilities for Staff & Members:

1. The Combined Authority's Financial Regulations and Contract Standing Orders will continue to apply when arranging and making payments for international visits.
2. All Combined Authority Members and Officers must have formal approval of the Chief Executive or Chief Finance Officer before taking part in an international visit and entering into any commitments concerning that visit.
3. All staff taking part in international visits are under an obligation to minimise official expenditure, e.g. economy class air fares. However, staff should not expect

to be out of pocket on official visits (unless they undertake optional or private extensions or modifications to essential itineraries).

4. The maintenance of detailed and precise records of expenditure, together with obtaining receipts for all expenditure incurred, **is** essential. All financial records, associated with the visit, must be retained, as specified in the attached Code of Practice. Reimbursement of expenses claimed will only be made against receipts.
5. Travel Insurance must be obtained from the **Combined Authority's** Insurance Officer immediately on booking any travel arrangements.
6. If free accommodation is offered in a host country, either in the homes of colleagues or elsewhere then staff should accept it following completion of a H&S assessment.
7. **Combined Authority** Purchasing Cards (Credit Cards) must only be used for Official **Combined Authority** expenditure incurred on approved visits.
8. A report detailing the benefits of the visit must be submitted to the relevant Senior Officer upon the completion of the visit.

Section 23 – Commissioning & Procurement

Why is this important?

1. The **West of England Combined Authority** spends a large sum of money each year on contracts, for works, supplies or services. These Financial Regulations apply to all contracts and must be read in conjunction with the **Combined Authority's** Contract Standing Orders.

These Financial Regulations are intended to support the **Combined Authority's** Contract Standing Orders in order to:

- Secure the best value for the **Combined Authority**,
- Prevent corruption or the suspicion of it; and
- Subject to the above, be fair and transparent to those seeking to contract with the **Combined Authority**.

Objectives of our Commissioning and Procurement:

- To recognise Social Value for the community. This means targeting opportunities for the local economy, providing for a sustainable future and supporting the vulnerable.
- To always aim to think innovatively and work across organisational and service boundaries. This means identifying opportunities with partners to meet our sourcing needs.
- To always aim to deliver value for money to the taxpayer. We will provide clarity on expectations, be commercial in our approach and drive efficiency and benefits out of our systems'
- To use intelligent information and analysis to understand our market place and create a workforce with the right capacity and skills to exploit this knowledge for the community.
- To provide a fair, consistent and proportionate framework of governance, rules and guidance to enable us to be transparent and accountable for our decisions

Objectives of the Smarter Commissioning & Procurement

- To ensure that works, goods and/or services meet the needs of the **Combined Authority**

- To secure value for money by obtaining the best price and quality for works goods and/or services ordered.
- To establish contractual arrangements that clearly defines the responsibilities of each party to the contract.
- To ensure the **Combined Authority** complies with EU legislation.
- To ensure that appropriate contract management arrangements are put in place.

Implications if above objectives are not achieved:

1. Failure to support local economy and our communities;
2. Failure to secure value for money;
3. Failure to be transparent around our systems, objectives and processes;
4. Delays to delivery of contracts whilst legal challenges are dealt with and increased costs incurred in order to defend the **Combined Authority's** position.

Key Responsibilities for Staff & Members:

1. Senior Managers **must** establish a commissioning intentions schedule that at minimum covers a rolling long term programme (3 to 5 years) of future commissioning and procurement activity.
2. Every contract made by the **Combined Authority** **must** be awarded in line with the **Combined Authority's** procurement and commissioning objectives including complying with the **Combined Authority's** Contract Standing Orders.
3. Senior Managers must ensure that all Officers in their Service area that have been nominated as 'Responsible Officers' (RO) for contract management purposes have been appropriately trained in the **Combined Authority's** approach to procurement and commissioning.
4. Senior Managers **must** ensure that all contracts are appropriately recorded on the **Combined Authority's** Contracts Register.
5. Senior Managers **must** ensure that requests for quotations and invitations to contract with the **Combined Authority** comply with the **Combined Authority's** Contract Standing Orders.
6. Where corporate contracts are in place Senior Managers **must** ensure they are used.
7. The RO for each contract shall ensure that all instructions have been appropriately authorised and issued before the goods are ordered, services requested or works are undertaken.

8. The RO must obtain appropriate VAT advice in relation to all contracts to provide services to the public to ensure the appropriate VAT treatment is applied.
9. The RO **must** ensure that all contract documentation is correct (obtaining appropriate technical advice) before agreeing on the **Combined Authority's** behalf. This will include any clearance required through the **Combined Authority's** Democratic processes.
10. Any changes to the nature, value, term or any other changes **must** be agreed by the Senior Manager in line with the contract variation process identified in the original contract (subject to appropriate technical advice and appropriate **Combined Authority** approval process). Any change **must** be reflected and updated on the Contract Register.
11. All instructions to suppliers and payment arrangements **must** be in a form agreed by the Chief Finance Officer or his/her delegated Officer.
12. The Chief Finance Officer **must** agree arrangements for the financial vetting of prospective contractors.
13. The Senior Manager **must** establish appropriate contract management arrangement for the regular review of contractual performance of the contractor that allows performance issues to be identified and addressed in line with the terms of the contract.

Section 24 – External Arrangements Partnerships

Why is this important?

Partnerships bring together key public agencies, the business community and the independent sector (voluntary and community sector organisations, further and higher education, neighbourhoods) to address the shared priorities for the area and to tackle the issues that no single agency can do on their own. The **Combined Authority** provides a distinctive leadership role to promote / improve the economic, social or environmental well-being of its area and people. Local Authorities can mobilise investment, bid for funds, champion the needs of their areas and harness the energies of local people and community organisations.

A Partnership is a joint working arrangement where the partners:

- are otherwise independent bodies;
- agree to jointly deliver common goals and outcomes for the community;
- share accountability, risks and resources, and
- create an organisational structure with agreed processes and programmes.

Partners have common responsibilities:

- to be willing to take on a role in the broader programme appropriate to the skills and resources of the partner organisation;
- to act in good faith at all times and in the best interests of the partnership's aims and objectives;
- be open about any conflict of interests that might arise, including those where **Combined Authority** staff have been seconded to work on the project;
- to encourage joint working and promote the sharing of information, resources and skills between public, private and community sectors;
- to hold confidentially any information received as a result of partnership activities or duties that is of a confidential or commercially sensitive nature;
- to act wherever possible as ambassadors for the project.

Key controls

The key controls for partnership arrangements are:

- ensuring that partnership arrangements are underpinned by clear and well documented internal controls.
- risk management processes are in place to identify, assess and allocate all known risks.
- appraisal processes are in place to assess the viability of the partnership in terms of resources, staffing and expertise.
- the roles and responsibilities of each partner involved in the project are agreed and formally accepted before the project commences.
- adequate arrangements are in place to ensure the accountability of other organisations for **Combined Authority** money, and that such money is only released against proper controls.
- regular communication is maintained with other partners throughout the project so that problems can be identified and shared to achieve their successful resolution.
- documentation is in place setting out and limiting the commitments of parties to each other and the project.

Responsibilities of the Chief Finance Officer

1. To advise on effective controls that will ensure that resources are not wasted.
2. To advise on the key elements of funding a project. They include:
 - scheme appraisal for financial viability in both the current and future years.
 - risk appraisal and management.
 - resourcing, including taxation issues.
 - audit, security and control requirements.
 - carry-forward arrangements.
3. To ensure that the accounting and reporting arrangements are satisfactory.
4. To advise on the governance and performance management of partnership arrangements.
5. To ensure that when the **Combined Authority** is the "Accountable Body" there are adequate controls and governance arrangements in place.

Responsibilities of Senior Managers

1. That the key components of a Partnership Governance Framework are in place. This includes:
 - Ensuring that, before entering into agreements with external bodies, a business case and risk management appraisal has been prepared and considered.

- Ensuring that all agreements and arrangements are properly documented.
- Ensuring that such agreements and arrangements do not impact adversely upon the objectives and services of the **Combined Authority**.

Detailed Requirements

1. The **Combined Authority** is responsible for approving significant partnership arrangements. The **Combined Authority** is the focus for forming partnership arrangements with other public, voluntary and community sector organisations to address local needs.
2. The **Combined Authority** may be able to delegate functions, including those related to partnership, to officers. This will be set out in the delegations that form part of the **Combined Authority's** constitution. When functions are delegated, the **Combined Authority** remains accountable for them.
3. A Business Case for partnership must be submitted for approval to the **Combined Authority** for significant partnerships. A thorough risk assessment of the partnership must be made as part of the Business Case.
4. For each approved partnership, a Link Officer must be appointed. The Link Officer is responsible for reviewing governance arrangement and effectiveness and reporting to the relevant Senior Manager.
5. A Partnership Agreement must be completed and signed by all members of the Partnership. This agreement must follow an approved format as agreed with the Monitoring Officer.
6. The Link Officer must perform a review of the partnerships governance, performance and effectiveness at least annually for review by the **Combined Authority** or relevant Senior Manager. The review must demonstrate a continuing business case for the partnership or if not exiting the partnership must be considered.
7. The partnership must perform regular risk assessments and maintain a risk register.
8. It shall be clear that officers put forward to represent the **Combined Authority** on partnerships and external bodies are there on the **Combined Authority's** behalf and to ensure that the **Combined Authority's** interests, position and aspirations are protected. If the achievement of the objectives of the partnership becomes inconsistent with this, there is a conflict of interest. If there is a conflict of interest, an officer's first duty is always to the interests of the **Combined Authority**. Where an officer is appointed to a legally constituted company (not a partnership) the officer will be bound by the company's memorandum and articles. In this appointment the officer must represent the interests of the Company.

Section 25 – External Funding

Why is this important?

External funding is potentially a very important source of finance, but funding conditions need to be carefully considered to ensure that they are compatible with the aims and objectives of the **Combined Authority**. Local Authorities are increasingly encouraged to provide seamless service delivery through working closely with other agencies and private service providers. Funds from external sources such as Government Departments, Government Agencies, National Lottery, European Union etc. provide potential resources to assist the **Combined Authority** to deliver services to the local community. However, in some instances, although the scope for external funding has increased, such funding is linked to tight specifications and may not be flexible enough to link to the **Combined Authority's** overall plan.

Key controls

The key controls for external funding are that:

- funds are accepted only if they meet the strategies and priorities approved by the **Combined Authority**.
- the requirements of the Funding Body are clearly understood to ensure that key conditions of funding and any statutory requirements are complied with.
- any match-funding requirements are given due consideration prior to entering into long-term agreements and that revenue budgets reflect these requirements.

Responsibilities of the Chief Finance Officer

1. To review all grant application prior to submission.
2. To ensure that all funding notified by external bodies is received and properly recorded in the **Combined Authority's** accounts.
3. To ensure that audit requirements are met.

Responsibilities of Senior Managers

1. To obtain approval from Chief Finance Officer for grant applications.
2. To ensure permissions are in place to incur expenditure funded by grant, including within the approved Revenue or Capital budgets as appropriate.
3. To ensure that the project progresses in accordance with the agreed project plan and that all expenditure is properly incurred and recorded.

4. To ensure that the match-funding requirements are considered prior to entering into the agreements and that future revenues are able to meet these requirements.
5. To ensure that all claims for funds are made by the due date.

Section 26 – Work for Third Parties

Why is this important?

Local authorities can enter into a wide range of agreements to do work with each other and with some (but not all) public bodies. It is usually illegal for them to enter into agreements to do work for the private sector. Such an agreement may enable the **Combined Authority** to provide a range of services to other bodies. Such work may enable economies of scale and sharing of existing expertise. Arrangements should be in place to ensure that any risks associated with this work is minimised and that such work is intra vires (i.e. within the **Combined Authority's** legal powers).

Key controls

The key controls for working with third parties are that:

- proposals are costed and reviewed for accuracy and completeness prior to submission;
- no process is started that might lead to the **Combined Authority** agreeing to do work for an outside body whether public sector or otherwise, without first seeking the advice of the Monitoring Officer as to whether this is within the **Combined Authority's** legal powers;
- no process is started that might lead to the **Combined Authority** agreeing to do work for an outside body, whether public sector or otherwise without first establishing and recording that there is a clear economic case why doing the work is in the **Combined Authority's** best interests;
- contracts are drawn up using with the advice / guidance of the **Combined Authority** Monitoring Officer;
- guidance is issued with regard to the financial aspects of third party contracts and the maintenance of the contract register;
- the **Combined Authority** has insurance cover for any potential liabilities that could arise to the recipient of the service and any third party, and that the cost of this has been included with the overheads when calculating the fees to be charged.

Responsibilities of Chief Finance Officer

1. To issue guidance with regard to the financial aspects of third party contracts and the maintenance of the contract register.

Responsibilities of Senior Managers

1. To ensure that the approval of the Combined Authority is obtained before any negotiations are concluded to work for third parties.
2. To ensure that the Combined Authority does not enter into any agreement that is beyond its power.
3. To ensure that no contract is subsidised by the Combined Authority.
4. To ensure that, wherever possible, payment is received in advance of the delivery of the service.
5. To ensure that the Service / Team has the appropriate expertise to undertake the contract, and that such contracts do not impact adversely upon the services provided for the Combined Authority.
6. To ensure that all contracts are properly documented and retained.

West of England Combined Authority

Contract Standing Orders

2017

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A Statement of Principles

1. Mandatory Compliance

2. Officers of the Combined Authority must comply with these Contract Standing Orders in all instances when buying goods, services and works on behalf of Combined Authority and failure to comply may result in disciplinary procedures.

3. General Principles

- 3.1 These Contract Standing Orders (“CSOs”) provide the framework that governs the Combined Authority’s commissioning and procurement of Contracts for works, services and goods / supplies. Following these CSOs helps the Combined Authority to demonstrate:

- 3.1.1. good internal governance;
- 3.1.2. stewardship and the proper spending of public monies;
- 3.1.3 Value for Money in the Combined Authority’s Contracts;
- 3.1.4 compliance with relevant law.

- 3.2 The purpose of all contracting activity is to:

- 3.2.1 seek continuous improvement of the Combined Authority’s functions having regard to the optimum combination of economy, efficiency and effectiveness in keeping with the Combined Authority’s duty to seek Best Value (and Value for Money);
- 3.2.2 achieve Value for Money for the Combined Authority and the Residents, with reference to the economic, social and environmental value of each Contract;
- 3.2.3 promote the well-being of the Combined Authority’s Residents and Area through the effective functioning of the Combined Authority, the efficient use of the Combined Authority’s resources, and a universal concentration on the Social Value that can be achieved.

- 3.3 Every Contract and official order made by the Combined Authority (or any part of it) shall be for the purpose of achieving fulfilment of the Combined Authority’s statutory functions or the furtherance of the Combined Authority’s strategic or policy goals.

- 3.4 The Appendices to these CSOs provide further detail and form part of these CSOs as if they were drafted as one document. Any questions about the application of these CSOs should be directed to the Monitoring Officer.
- 3.5 All figures in these CSOs are **exclusive** of VAT unless stated otherwise.
- 3.6 Officers will:
- 3.6.1 ensure that the **Combined Authority** is consulted on any significant procurement activity prior to its publications in the **Combined Authority's** Forward Plan;
 - 3.6.2 ensure that audit trails are in place for all procurement activity in accordance with these CSOs.

4. What these CSOs Cover

- 4.1 These CSOs apply:
- 4.1.1 whenever the **Combined Authority** intends to spend money (or provide other payments in kind) under Contracts for goods (supplies), works or services;
 - 4.1.2 to expenditure from either capital or revenue sources; concessions;
 - 4.1.4 to grants;
 - 4.1.4 to goods for re-sale;
 - 4.1.5 to both Officers and Members;
- 4.2 These CSOs **do not** apply:
- 4.2.1 to contracts of employment;
 - 4.2.2 to acquisitions and disposals of land or buildings (these are covered by the **Financial Regulations**) – unless related to a Contract for works, services or goods;
 - 4.2.3 to the seeking of offers in relation to financial services in connection with the issue, purchase, sale or transfer of securities or other financial instruments, in particular transactions by the **Combined Authority** to raise money or capital;
 - 4.2.4 to internal “contracts” between departments within the **Combined Authority**.
 - 4.2.5 In the case of civil contingencies
 - 4.2.6 In the case of individual investments which are not deemed as the purchase of goods or services for the purposes of the **Combined Authority's** CSO's

- 4.3 In exceptional circumstances only, certain exemptions can be approved by following the process set out at **Appendix 2 (CSO Exemptions)**. The persons who are authorised to approve the exemptions are set out in **Appendix 12 (Scheme of Delegations)**. Seeking an exemption of these CSOs **does not** exempt the **Combined Authority** from complying with the General Principles or with general law.
- 4.4 These CSOs can only be amended by the Monitoring Officer in consultation with the Section **73** Officer as may be required from time to time to ensure they are consistent with Statute and the Strategies and Policies of the **Combined Authority**.

5. Other Key Documents

- 5.1 These CSOs should be read alongside the following:

- 5.1.1 the **Combined Authority**'s Procurement Strategy;
- 5.1.2 the **Combined Authority**'s Financial Regulations;
- 5.1.3 Transparency Code;
- 5.1.4 Any other guidance provided by the **Combined Authority** or its Statutory

Officers:

- 5.2 Anyone undertaking purchasing activity on behalf of the **Combined Authority** (but especially in the context of purchasing value above the EU Thresholds) **MUST** refer to the following documents, where appropriate:

- 5.2.1 the Public Contracts Regulations 2015, and Directive 2014/24/EU on public procurement;
- 5.2.2 the Public Services (Social Value) Act 2012;
- 5.2.3 the Bribery Act 2010;
- 5.2.4 the Small Business, Employment and Enterprise Act 2015;
- 5.2.5 the Equalities Act 2012;
- 5.2.6 the Modern Slavery Act 2015
- 5.2.7 any other relevant legislation

6. Commissioning Intentions

- 6.1 All procurements over £50k in value **MUST** be entered on the Commissioning Intentions list. This enables the **Combined Authority** to keep track of budgets and plan for future expenditure and it allows suppliers and the local community awareness of upcoming projects.

- 6.2 The Commissioning Intentions list will be maintained by the Section **73** Officer.

- 6.3 Applications to make an entry on the Commissioning Intentions list **MUST** be made via Section 73 Officer.

B Developing the Commissioning Plan

7. General

7.1 What is the Commissioning Plan?

Prior to entering into any procurement you **MUST** develop your business case by researching the procurement and speaking to all relevant parties, obtaining all relevant information. The Commissioning Plan falls out of this research and forms the business case that is approved prior to commencing the procurement.

7.2 The requirement for goods and/or services **MUST start with an identifiable need which reflects the Combined Authority's overall objectives identified within approved strategies, policies and Budgets. You **MUST** understand the business requirements and how it impacts all levels of the organisation and local community. Consider the relevance of the Combined Authority policies and procedures and how they have a bearing on the requirement.**

8. Budget

8.1 Before starting the procurement, you **MUST have budgetary approval. You **MUST** establish the aggregated monetary value of your requirement early, as this identifies the process that you follow, influences the amount of work you do and indicates the level of interest that will be generated.**

9. Key stakeholders

9.1 You **MUST identify the key stakeholders for the project including anyone impacted by the requirement. You should consider doing a Communications Plan for larger projects. You **MUST** be mindful of any Conflict of Interest and take necessary precautions to ensure that if there is a conflict, it is mitigated and/or managed. You **MUST** get Legal, Procurement and Financial advice prior to commencing any procurement.**

10. Proportionality

10.1 You **MUST provide the suppliers the information they need to understand the requirement but not overload them with unnecessary information.**

11. Market Analysis

- 11.1 Consider talking to suppliers before starting the procurement, trialling products, visiting supplier premises or the premises of a supplier's customer. The Regulations explicitly permit preliminary market consultation. This type of pre-procurement engagement or consultation could focus on:

What is being purchased?

Is the specification realistic? Is it too ambitious? Not ambitious enough?

What will the process look like?

Do potential bidders have any concerns about timescales, for example?

You **MUST** keep adequate records of market research carried out.

- 11.2 You **MUST** complete a procurement business case for any procurement above £50k prior to commencing the next stage. If the procurement is below £50k, you should provide evidence of authorisation by the budget holder.

12. Bidders' conflicts of interest

- 12.1 If a potential candidate has advised the **Combined Authority** or been involved in the preparation of the procurement procedure, the **Combined Authority** is expected to take "appropriate measures" to ensure the resulting competition is not distorted by that candidate's pre-procurement involvement. This might include, for example, communicating relevant information to other candidates / tenderers. The **Combined Authority** cannot exclude a candidate from a procurement unless there is genuinely no other way to ensure that there is equal treatment of tenderers in the procurement process.

C Developing the Procurement Plan

13. Procurement Plan

DO YOU REALLY NEED IT? IF YOU WANT TO SAVE, DON'T SPEND!
Allow plenty of time to draft the specification and the detail it will need
Think about how good or services could be provided locally
Does the scope include Social Value for Residents or the Area? see Appendix 6 (Social Value)
Does the Combined Authority already have in place any Contract or Framework in scope which you should be using? Check the Contract Register see Appendix 7 (Contract Register)
Is there an external Framework or Contract that you should be using? see Appendix 8 (Framework Agreements)
How will you decide on the procurement route? – see Appendix 9 (Procurement Options)
Should we be leasing rather than buying? See Appendix 10 (Asset Leasing)
If buying, what form of Contract are you going to use? see Appendix 11 (Contract Forms and Terms & Conditions)
Who has the delegated authority to agree the purchase/approve the procurement method and process/approve the Contract award? – see Appendix 12 (Scheme of Delegations)
How will you decide who will win the Contract? – see Appendix 13 (Evaluation Criteria & Debriefing)

D Undertake the Procurement Process

14. Procurement Process

- 14.1 The flowchart below illustrates the procurement and commissioning process from planning, through contracting with the supplier, performance monitoring and reviews and finally analysis of the outcomes and the market for future needs.



14.2 Summary Financial Thresholds

The table below defines the procurement process run by the procurer, dependent on the Contract value (see **Appendix 15 (Minimum Requirements)** for further details.

If you are purchasing IT Hardware or Software, you **MUST** do so in accordance with the IT Policy.

1. BELOW £500:
1.1 <i>Have you followed “Developing the Procurement Plan”?</i>
1.2 Consider use of a purchasing card .
1.3 Should preference be given to local suppliers where they exist and provided they offer Value for Money?
1.4 Demonstrate Value for Money by testing the market
2. £501 – £5,000:
2.1 Have you followed “Developing the Procurement Plan”?
2.2 Should preference be given to local suppliers where they exist and provided they offer Value for Money?
2.3 Consider the Social Value Policy (and use Toolkit where relevant)
2.4 Demonstrate Value for Money by testing the market
2.5 [Recommended that you] record the new Contract on Contract Register.
3. £5,001 – £50,000:
3.1 Have you followed “Developing the Procurement Plan”?
3.2 Should preference be given to local suppliers where they exist and provided they offer Value for Money?
3.3 Consider the Social Value Policy (and use Toolkit where relevant)
3.4 Obtain at least 3 written Quotes through ProContract if below £25k or advertise in Contracts Finder if contract is above £25K (see Appendix 20 Below Threshold Contracts)
3.5 DO NOT use a SUPPLIER SELECTION QUESTIONNAIRE. Consider what suitability questions to ask instead (see Appendix 14 (Capability and Financial Checks))
3.6 Award the Contract based on your chosen criteria (price or price and quality).
3.7 You MUST record the new Contract on Contract Register
3.8 Advertise the Contract award via Contracts Finder
4. £50,001 – £100,000:
4.1 Have you followed “Developing the Procurement Plan”?
4.2 You MUST add to Commissioning Intentions List
4.3 Consider the Social Value Policy (and use Toolkit where relevant)
4.4 Complete the Business Case Approval Report

4.5	Consider whether to call off from an existing framework
4.6	Advertise in Contracts Finder (see Appendix 20 Below Threshold Contracts)
4.7	DO NOT use a SUPPLIER SELECTION QUESTIONNAIRE. Consider what suitability questions to ask instead (see Appendix 14 (Capability and Financial Checks))
4.8	You MUST take up references for the preferred bidder before award
4.9	Award the Contract based on your chosen criteria (price and quality) and complete a Procurement Evaluation Report.
4.10	You MUST record the new Contract on Contract Register
4.11	Advertise the Contract award via Contracts Finder
5. £100,001 – EU Threshold*:	
5.1	<i>Have you followed “Developing the Procurement Plan”?</i>
5.2	You MUST add to Commissioning Intentions List
5.3	You MUST apply the Social Value Policy (and use Toolkit where relevant)
5.4	Advertise in Contracts Finder (see Appendix 20 Below Threshold Contracts)
5.5	Complete the Business Case Approval Report
5.6	Consider whether to call off from an existing framework
5.7	DO NOT use a SUPPLIER SELECTION QUESTIONNAIRE. Consider what suitability questions to ask instead (see Appendix 14 (Capability and Financial Checks))
5.8	You MUST take up references for the preferred bidder before award
5.9	Award the Contract based on your chosen criteria (price and quality) and complete a Procurement Evaluation Report.
5.10	You MUST record the new Contract on Contract Register
5.11	You MUST get the Contract sealed
5.12	Advertise the Contract award via Contracts Finder
6. Works contracts between goods and services threshold value and works Threshold*:	
6.1	<i>Have you followed “Developing the Procurement Plan”?</i>
6.2	You MUST add to Commissioning Intentions List
6.3	You MUST apply the Social Value Policy and Toolkit
6.4	Complete the Business Case Approval Report
6.5	Consider whether to call off from an existing framework
6.6	If not using an existing framework, advertise the Contract and invite tenders through ProContract (no need to follow an OJEU process)
6.7	You MUST evaluate the financial standing of the tenderers (See Appendix 14(Capability and Financial Checks)). You CAN use a SUPPLIER SELECTION QUESTIONNAIRE.
6.8	You MUST take up references for the preferred bidder before award
6.9	You MUST complete a Procurement Evaluation Report

6.10	Award the Contract based on your chosen criteria (price and quality)
6.11	You MUST get the Contract sealed
6.12	You MUST record the new Contract on Contract Register
7. Above EU Threshold:	
7.1	<i>Have you followed “Developing the Procurement Plan”?</i>
7.2	You MUST add to Commissioning Intentions List
7.3	You MUST apply the Social Value Policy and Toolkit
7.4	Complete the Business Case Approval Report
7.5	Consider whether to call off from an existing framework
7.6	Before commencing any procurement complete an Approval to Procure Report
7.7	If not using an existing framework, follow an EU-compliant procedure – see Appendix 19 (<i>Procurement Options</i>) – through ProContract
7.8	You MUST evaluate the financial standing of the winning bidder (Appendix 14 (Capability and Financial Checks)). If using a SUPPLIER SELECTION QUESTIONNAIRE, you MUST use the Cabinet Office Standard SUPPLIER SELECTION QUESTIONNAIRE
7.9	You MUST take up references for the preferred bidder before award
7.10	You MUST complete a Procurement Evaluation Report
7.11	Award the Contract based on your chosen criteria (price and quality)
7.12	You MUST get the Contract sealed
7.13	You MUST record the new Contract on Contract Register

*The EU Threshold levels are given in **Appendix 16**. The Light Touch Regime for Health and Social Services type Contracts is explained at **Appendix 9 (Procurement Options)** and has different threshold levels.

Be aware that it is vital that you carefully estimate the value of the contract. If you have issued tenders for a below threshold contract and the tender responses indicate that the value of the successful tender will go above the threshold, you **MUST** stop the process and re-tender under OJEU. To avoid this, it is better to consider tendering under OJEU in the first instance.

E Contract Award & Implementation

15. General

- 15.1 It is critical that the Contract award and implementation are carried out effectively. Prior to contract award you **MUST** ensure that your objectives are fully addressed and that all approvals to award issues are covered.

16. Approval to Award

- 16.1 A Procurement Evaluation and Approval Report **MUST** be completed in line with the Public Procurement Regulations. The report **MUST** explain in full how you have come to the decision to award to the particular supplier in question for all procurements above £50k.
- 16.2 The report concludes with an approval signatory to award the Contract. You **MUST** have the appropriate sign-off prior to notifying the supplier(s) of your decision. See **Appendix 12 Scheme of Delegations** for further details.

17. Notifying Suppliers

- 17.1 Above the EU Thresholds there are strict rules on how to debrief suppliers including a **Mandatory** 10 day Standstill Period prior to confirming Contract award. **Appendix 14 Contract Award & Debriefing** gives more information.
- 17.2 If the supplier requests a face to face debrief, it is normal and courteous to do this where the Contract is complex, of high value and/or has taken a long time to complete, so long as you do so in a transparent and non-discriminatory way.

1.8. Publications

- 18.1 For Contracts above the EU Thresholds, you **MUST** submit a Contract Award Notice in the OJEU.
- 18.2 All Contracts above £25K in value **MUST** be published on Contracts Finder. See **Appendix 20 (Below Threshold Contracts caught by Part 4 of the Regulations)**.
- 18.3 You **MUST** update the Contract Register (see **Appendix 7 (The Combined Authority's Contract Register)**)

- 18.4 You **MUST** file documents in the Contract Register in line with document retention policies (**see Appendix 17 Document Retention**).

F Post Contract Award

19. General

- 19.1 Once the Contract has been awarded you **MUST** put into place the agreed contract management controls and measures. You **MUST** review the process to ensure the Contract achieves its objectives and future benefits.

20. Contract Management

- 20.1 You **MUST** establish processes for recording the receipt of goods and progress of work, reviewing performance reports etc.
- 20.2 You **MUST** put in place both formal and informal communications to manage the relationship, as appropriate.
- 20.3 You **MUST** put in place a method of capturing the views of the service users/interested stakeholders including feedback to them on the service performance

21. Reviews

- 21.1 You **MUST** review the commissioning plan (against any changes in priorities/objectives)
- 21.2 You **MUST** review the risk assessments and make any amendments to resource assumptions
- 21.3 You **MUST** review procurement plans to identify any changes or improvements to methodology for next time
- 21.4 All answers to above **MUST** be used to inform future commissions

22. Continuous Improvement

- 22.1 You should review your success against your original plans, i.e. did you achieve the outcomes you set out to achieve and do you understand what contributed to or prevented success?

- 22.2 You should share your learning with colleagues, service users and stakeholders to ensure you are continuously improving your processes and skills.
- 22.3 Reflect on the views of service users/stakeholders when reviewing whether the Commissioning and Procurement Plans were successful.

23. Contract Extensions

- 23.1 Extending a Contract ***MUST*** only happen in particular circumstances (**see Appendix 18 Contract Variations and Extensions**). If an extension clause has been included in the Contract, then it is permissible to extend but this should only be done if it represents value for money to extend and if the performance of the supplier warrants it.

Appendices

Appendix 1. Glossary

Appendices	The appendices to these CSOs
Area	The administrative area of the West of England Combined Authority
Best Value	The Combined Authority's duty to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness in accordance with section 3(1) of the Local Government Act 1999 and associated statutory guidance
Buying	Purchasing goods, services or works through an external supplier or contractor
Commissioning Intentions	The Combined Authority's published list of future procurement and commissioning activities above £50,000. The intention is to highlight to potential suppliers the forthcoming opportunities for tendering. This is a statutory requirement under Localism Act.
Conflict of Interests	A set of circumstances that creates a risk that an individual's ability to apply judgement or act in one role is or could be, impaired or influenced by a secondary interest.
Contract	An agreement to supply Goods/Services/Works formed when there is an offer by one party and an acceptance of that offer by a second party. A Contract can be formed verbally as well as in writing.

Contract Award Notice	An advertisement entered by a buyer in the OJEU to advise interested parties that a Contract has been awarded by the buyer to a named supplier.
Contract Notice	An advertisement entered by a buyer in the OJEU to advise interested parties of the intention of the buyer to go to market to buy goods/services/works. It gives details of the requirements of the buyer.
Contract Register	The Combined Authority 's repository for all its current Contracts and Framework Agreements, located on ProContract.
Contracts Finder	The Government's website on which all opportunities that are advertised for Contracts and Framework Agreements (and call-offs from Framework Agreements) for goods services and works above £25,000 MUST be published. You advertise on Contracts Finder via the ProContract system.
Combined Authority	The West of England Combined Authority
CSOs	These Contract Standing Orders (including the Appendices)
EU Thresholds	The financial thresholds above which a procurement via OJEU will normally be required, as set out at Appendix 16 (EU Procurement Thresholds & Timescales)
Financial Regulations	The Combined Authority 's Financial Regulations, which can be found on the West of England Combined Authority Website.
FOIA	The Freedom of Information Act 2000 and the Environmental Information Regulations 2004
Forward Plan	The Combined Authority 's Forward Plan, which can be found on the Combined Authority Website.

Framework Agreement	An 'umbrella' agreement that sets out the prices, service levels, and terms and conditions for subsequent call-off orders.
General Principles	The General Principles set out at A – Statement of Principles.
Grant	An arrangement will be a grant when the Combined Authority gives a donation to an organisation without receiving a benefit in return. The organisation is not obliged to provide the service. It can decide not to provide the service but would then have to repay the donation.
Invitation to Tender or ITT	The invitation to tender is sent at the stage of the procurement process when you invite selected bidders to present their tenders in response to the stated requirements and evaluation criteria.
Light Touch Regime	The Light-Touch Regime is a specific set of rules for Contracts for certain services that tend to be of lower interest to cross-border providers. It includes certain social, health and education services. The list of services to which LTR applies is covered in Appendix 10 .
Local	Within the Administrative Area of the Combined Authority
Most Economically Advantageous Tender or MEAT	Awarding a Contract for works, goods or services based on a combination of both overall cost AND service elements and not just cost alone.
NBO	The Named Buying Officer with responsibility for the procurement process from start to finish
OBC	Outline Business Case

Officer	Employees of the Combined Authority
OJEU	The Official Journal of the European Union, where Contracts and Framework Agreements are advertised to potential suppliers across the EU.
OJEU Compliant Process	A procurement exercise that has been carried out in accordance with the rules of the European Union under the Public Contracts Regulations 2015 and the Directive 2014/24/EU on public procurement. See Appendix 20 Procurement Processes for a list of the main types of procurement procedures.
Supplier Selection Questionnaire or SUPPLIER SELECTION QUESTIONNAIRE	A questionnaire which is used in certain procurement procedures which allow procurers to shortlist the number of companies that will be invited to Tender. Above EU Thresholds this MUST reflect the Cabinet Office standard SUPPLIER SELECTION QUESTIONNAIRE and associated guidance: A SUPPLIER SELECTION QUESTIONNAIRE is NOT permitted for procurements valued between £25k and £165 but can be used above £165k for Works contracts. Previously called a PQQ, (see Appendix 20 Procurement Processes for more details). The Combined Authority 's procurement portal
ProContract Quote/Quotation	A request for pricing and/or quality bid from a potential supplier for goods/services/works below £50,000. Similar to a Tender but with more limited detail generally required from bidders.
Regulations	The Public Contracts Regulations 2015

Residents	Means residents of the Area
Scheme of Delegations	The scheme of delegations set out at Appendix 12 (Scheme of Delegations)
Select lists	Lists of approved suppliers
Social Value	Described in the Social Value Act as improvements to the economic, social and/or environmental well-being of the Area. So the benefits sought could be in the form of social benefits (for example reducing anti-social behaviour), economic benefits (for example increasing local employment), or environmental benefits (for example reducing local congestion).
Social Value Act	The Public Services (Social Value) Act 2012, which requires the Combined Authority to consider, pre-procurement, how what it procures might improve the economic, social and environmental well-being of the Area, and how best to use the procurement process to secure that improvement. There is also a duty to consider whether to undertake any consultation in making its decisions.
Standstill Period	A Mandatory 10 day period (which MUST be applied to above EU Thresholds procurements) between the notification to suppliers of the decision to award the Contract and the date of signing/entering into the Contract. The period is intended to give unsuccessful tenderers the opportunity to challenge the award if they wish. The period is longer if notifications are not sent electronically.

Tender	A request for pricing and/or quality bid from a potential supplier for goods/services/works above £50,000. Similar to a Quote but more detailed proposals are generally required from tenderers..
Threshold level	<u>The total contract value at which you MUST advertise your contract in the OJEU. See Appendix 16 for the 2018-19 levels.</u>
TUPE	<u>The Transfer of Undertakings (Protection of Employment) Regulations 2006. Legislation which protects employment rights of those whose job will be transferred to a new employer upon change of contractor by award of a Contract.</u>
Value for Money or VfM	The optimum combination of whole-of-life costs and quality (or fitness for purpose) of the goods, works or Services to meet the Combined Authority's requirement
VAT	Value Added Tax

Appendix 2. CSO Exemptions

1. Contracts below the EU Thresholds

Specific Officers may approve exemptions to these CSOs (to the extent that it is lawfully able to do so) in genuinely urgent situations and/or where there is a sound legal, financial or Value for Money reason (See **Appendix 12 Scheme of Delegations**). They **MUST**:

- give reasons for doing so on the Exemption Form (and record these in the minutes of the relevant meeting);
- The completed and signed exemption form **MUST** be entered in the Contract Register (see **Appendix 7 Contract Register**)

The following are considered acceptable reasons for seeking an exemption:

- quantifiable and significant cost and efficiency savings can be achieved through seeking an alternative route;
- reasons of extreme urgency mean that normal time limits cannot be met, including as a result of unforeseen emergency or disruption to the Combined Authority services;
- the Combined Authority would otherwise be exposed to immediate and significant financial, legal or reputational risk that has been identified in the relevant risk register;
- only one Contractor is objectively able to provide the works, services or supplies in question, for example where the supplier has exclusive Intellectual Property, artistic or other rights, is a monopoly or where the goods bought are for re-sale (in which case the exemption **MUST** be to the number of Quotes / Tenders that are sought);
- additional or new services, supplies or works are required which, through unforeseen circumstances, were not included in an existing Combined Authority Contract and are necessary for the completion of the Contract and/or cannot be carried out separately.
- new works or services/supplies are required which are a repetition of works, services/supplies carried out under the original Contract, provided they are required within 1 year of the original Contract.
- goods are required as a partial replacement for or addition to existing goods or installations and obtaining them from another source would result in

incompatibility or disproportional technical difficulties in operation or maintenance.

You are reminded that an exemption will **not** be granted where this means the **Combined Authority** would not be complying with the General Principles or general law.

2. Contracts above the EU Thresholds

You cannot exempt the application of the EU procurement rules. You may need to consider other procurement routes. See **Appendix 19 (Procurement above the EU Thresholds)** for details. If you are having difficulty you **MUST** consult with the Monitoring Officer for more information.

Appendix 3. Business Ethics

1. General

Business ethics focuses on what constitutes right or wrong behaviour in the world of business. The following will help you to address ethical dilemmas during your procurement process.

2. Code of Conduct

All procurement exercises **MUST** be carried out with openness and transparency and with integrity and fairness to all suppliers.

Officers of the Combined Authority **MUST** conduct themselves in line with the Combined Authority's HR Code of Conduct including with regards to the receiving of hospitality and gifts and the giving and receiving of sponsorship.

3. Separation of Roles during Tendering

Combined Authority Members and employees involved in the tendering process and dealing with contractors **MUST** be clear on the separation of client and contractor roles within the Combined Authority. Senior employees who have both a client and contractor responsibility **MUST** be aware of the need for accountability and openness.

Combined Authority Member and employees who are privy to confidential information on Tenders or costs for either internal or external contractors **MUST** not disclose that information to any unauthorised party or organisation. For further information, see the Members' Code of Practice guidance document.

4. Conflicts of Interest

There **MUST** be no conflict of interest with any suppliers or contractors. Where a conflict is identified, the member of staff concerned **MUST** not take any further part in the tendering process, to preserve the integrity of the process. For further advice, contact the Monitoring Officer.

5. Corruption

Combined Authority Members and employees **MUST** be aware that it is a serious criminal offence for them corruptly to receive or give any gift, loan, fee, reward or advantage for doing, or not doing, anything or showing favour, or disfavour, to any person in their official capacity. If an allegation is made, it is for the individual to demonstrate that any such rewards have not been corruptly obtained. If you need further guidance, you should seek advice from the Monitoring Officer.

6. Use of Financial Resources

Combined Authority Members and Officers **MUST** ensure that they use public funds entrusted to them in a responsible and lawful manner and in accordance with the **Combined Authority**'s Financial Regulations. They should strive to ensure Value for Money to the Area and to avoid legal challenge to the **Combined Authority**.

7. Lobbying

It is recognised that lobbying is a normal and perfectly legitimate element of the process of local governance however it is important that Members protect their impartiality and integrity when dealing with external contractors and suppliers.

Members **MUST NOT** breach the **Combined Authority** Code of Conduct by listening to or receiving viewpoints from contractors and suppliers or other interested parties unless they make it clear that they are keeping an open mind. Indicating a bias toward a particular product, supplier or contractor would prejudice impartiality and could lead to a legal challenge against the **Combined Authority**.

8. Former **West of England Combined Authority** Employees

Combined Authority Members and employees should endeavour to ensure that where they contract with a supplier to provide services or works to the **Combined Authority**, that the supplier does not employ a former **Combined Authority** employee when producing and submitting the response to the tender. This will ensure that all suppliers in the tendering process are treated fairly and that no one supplier is given a tendering advantage and respects **Combined Authority** confidentiality.

Appendix 4. Confidentiality, Intellectual Property, Data Protection, Transparency and Redaction

1. Confidentiality

- 1.1 The **Combined Authority** has a responsibility to ensure that information provided to suppliers and provided by suppliers is treated confidentially. This is not only good practice but also gives the suppliers confidence that they are being treated fairly and without discrimination. Information provided by the **Combined Authority** is given to suppliers in confidence and only to those whom they need to consult for the purpose of preparing the Tender, such as professional advisors or joint bidders.
- 1.2 If a Conflict of Interest arises or if at any time during the procurement it is discovered that the tenderer has not acted confidentially, the **Combined Authority** has the right to eliminate them from the procurement exercise.
- 1.3 Tenderers have the right to state what elements of their Tender response they want to remain confidential however under the Freedom of Information Act the **Combined Authority** **MUST** provide information requested with some exceptions such as commercially confidential items (pricing, intellectual property etc.) which can be redacted from the version published in the public domain. Contractors' cooperation may be needed to ensure the **Combined Authority** complies with requests for information.

2. Intellectual Property

- 2.1 "Intellectual Property Rights" includes patents, inventions, trade-marks, service marks, logos, design rights, copyright, database rights, domain names, trade or business names, moral rights and other similar rights or obligations.
- 2.2 Generally speaking, all intellectual property rights in all works or supplies provided under a Contract which are written or produced on a bespoke or customized basis would be owned by the **Combined Authority** and the contractor should be required to ensure that it allows such ownership.
- 2.3 However, where the supplier provides existing intellectual property right protected material to the **Combined Authority** under a Contract, it has to warrant it has the right to do so and it fully indemnifies the **Combined Authority** against all loss or liability

arising from any third party intellectual property rights claims arising both from such existing material and in relation to any such bespoke work.

3. Data Protection

- 3.1 The Data Protection Act 1998 (DPA) is an Act of Parliament which defines UK law on the processing of data on **identifiable living people**. It is the main piece of legislation that governs the protection of personal data in the UK. All Officers are legally obliged to comply with the Act.
- 3.2 The **Combined Authority**'s Terms and Conditions of Contract contain a data protection clause which states what contractors can and can't do with any personal data provided to them under a Contract.
- 3.3 In certain Contracts where a supplier is required to process personal data or hold personal information for the purpose of executing the Contract, then Officers should include a questionnaire relating to Information Governance issues and evaluate the responses. Guidance can be obtained from the Information Governance Manager.

4. Transparency

- 4.1 Under the Local Government Transparency Code (the following items **MUST** be published.
- all individual items of expenditure above £500;
 - every transaction made using a Government Procurement Card;
 - a list of all Invitations to Tender for goods and services exceeding £5000;
 - a list of all contracts, Framework Agreements, purchase orders and commissioned activity in excess of £5000.

This information will be published on the **Combined Authority** website and www.gov.uk.

5. Redaction of Data

- 5.1 It is the responsibility of procuring officers to ensure that the information provided for publication under the transparency code has been cleansed and any personal or sensitive information has been redacted prior to publication.

Appendix 5. Specifications

For a compliant OJEU procurement process, the Combined Authority **MUST** draft the technical specifications for a Contract upfront, before starting the procurement process. This is good practice even when you do not have to comply with the Regulations.

What the technical specifications look like will vary widely depending on the nature of the Contract. If you are having difficulty drafting a specification for the Contract seek further guidance from the Procurement Officer.

Appendix 6. Social Value

The Social Value Act requires the procurer to consider securing economic, social, or environmental benefits when buying services above the EU Thresholds through what is being bought, and how it is procured.

This duty relates to:

- **all** service Contracts to which the Regulations apply (including those under the Light Touch Regime;
- services Contracts with a works / supplies element that is so incidental that the Contract would ordinarily be considered a services Contract under the Regulations; and
- Frameworks Agreements for such Contracts.

The **Combined Authority** **MUST** also think about whether **consultation** on Social Value matters is needed.

The **Combined Authority** has a Social Value Policy and you **MUST** apply the Social Value Policy to:

- **all** works Contracts (including Contracts for a mixture of works and services or supplies) where the value of the Contract is expected to exceed **£500,000**;
- **all** services Contracts and supplies Contracts (including Contracts for a mixture of works and supplies or services, and regardless of whether the full EU procurement regime applies) where the value of the Contract is expected to exceed **£100,000**;
- **all** Framework Agreements where the anticipated spend in any financial year is expected to exceed £500,000 for works and £100,000 for goods and services;
- **all** joint Contracts with other purchasers where the value of the **Combined Authority** expenditure is expected to exceed £500,000 for works and £100,000 for goods and services.

The Social Value Policy focuses on achieving targeted recruitment and training through Contracts as the **Combined Authority**'s priority, but where other aspects of Social Value are relevant to a Contract they should of course be considered.

Appendix 7. The **West of England Combined Authority's** Contract Register

The **Combined Authority's** Contract Register is the section of ProContract which records and stores information on the **Combined Authority's** Contracts. It:

- provides key information to **Combined Authority** Members and Officers on existing current and expired Contracts;
- provides limited information to the general public (including start and end dates, Contract value, and key contact details);
- interacts with the rest of ProContract, and so can help to ensure Contracts are renewed or re-procured in good time.

When should I put something on Contract Register

Recording of Contracts on Contract Register is **Mandatory** for all Contracts valued above **£5,000**. However, it is recommended for Contracts of any value.

Any agreed exemptions **MUST** be placed on Contract Register.

You **MUST** also try to keep the information on Contract Register up to date, for example if:

- a Contract is extended;
- the key contact for a Contract changes (e.g. if an Officer leaves).

Before you Purchase Anything

You **MUST** check the Contract Register before you start any procurement activity, in case there is an existing **Combined Authority** Contract which covers your need. Saving time and expense by using an existing Contract will almost always represent Value for Money.

Appendix 8. Framework Agreements and Dynamic Purchasing Systems

Framework Agreements

A Framework Agreement is an ‘umbrella’ agreement negotiated with suppliers whereby at the start of the agreement the exact quantity of goods or services required over the period of the agreement cannot be determined.

1. For example, when you put together an agreement with a supplier to buy stationery, you won’t know exactly how many pens, pencils, rulers etc. you will need over the period of the agreement, or when you will place the orders.
2. The intention behind a framework is to streamline the competitive process by enabling one OJEU process to set up the protocol by which multiple Contracts can be called off. They can be created so that one, or many, purchasers are able to benefit from the arrangements. Equally they can be created with one provider, or a number (in which case often a “mini-competition” is used to decide which provider is used each time there is a call-off
3. Frameworks are therefore useful when you anticipate that you are likely to need the same – or similar- provision on a number of occasions over time. They are normally limited to four years in length.
4. There is no obligation to buy anything from a Framework Agreement and you are not committing the Combined Authority to any spend. However every time you place an order from a Framework Agreement, you are entering into a legally binding Contract.

Dynamic Purchasing Systems

A DPS is similar to a framework agreement however whereas a framework is set once the award has been made and no new suppliers can be added to it, a DPS will allow new suppliers to be added, PROVIDED that they meet the objective selection criteria laid out in the original contract notice or advertisement.

Appendix 9. Procurement Options

1. Below the EU Thresholds

Below the EU Thresholds, the procurement process is more flexible. See the main body of the CSOs, and **Appendix 15 (Minimum Requirements)** for details of the requirements for different values of spend.

Firstly you **MUST** consider if there is an existing Contract or Framework you could use, either one established by the **Combined Authority**, or one procured by a central purchasing body.

Use of ProContract is **Mandatory** for Contracts above £5000, and it steers you through the process including:

- Advertising the Contract
- Tender stage
- Contract award.

In the absence of an existing agreement, all opportunities for Contracts and Framework Agreements above £25,000 that are advertised **MUST** be advertised on Contracts Finder and an Award Notice published within 30 days of the Contract award date. See Appendix 20 for further details.

2. Above the EU Thresholds

Please see **Appendix 19 (Procurement above the EU Thresholds)**.

3. Health and “Social” Services - (Light Touch Regime)

This section applies to Contracts for the following Services:

- Health, social and related Services
- Administrative, social, education, healthcare and cultural Services
- Compulsory Social Security Services
- Benefit Services
- School Meals and Catering Services
- Other community, social and personal Services including Services furnished by trade unions, political organisations, youth associations and other membership organisation Services

- Religious Services
- Hotel and Restaurant Services
- Legal Services
- Other administrative and government Services
- Provision of Services to the community
- Prison related Services, public security and rescue Services to the extent not excluded pursuant to point (h) of Article 10
- Investigation and security Services
- International Services
- Postal Services
- Miscellaneous Services

When you are buying these sorts of services, the “Light Touch Regime” will apply if the Contract is valued above the EU Threshold. The Threshold for LTR is £589,148. The Light Touch Regime requires you to

- issue a Contract Notice or Prior Information Notice in OJEU
- follow a transparent and fair procedure which treats potential service providers equally; and
- issue a Contract Award Notice (as for any “full” OJEU procedure).

The Regulations require the **Combined Authority** to:

- give information in the Contract Notice about:
- any conditions for participating in the competition (e.g. “supplier selection” criteria);
- any time limits for contacting the **Combined Authority**;
- the award procedure that the **Combined Authority** will apply.
- ensure that any time limits imposed on interested providers are reasonable and proportionate.

The **Combined Authority** can choose to apply a procedure that looks similar to one of the “main” EU procurement procedures (see **Appendix 19 (Procurement above the EU Thresholds)**), but does not have to.

The **Combined Authority** **MUST** apply the Guidance of the new Light Touch Regime for Health, Social Education and certain other Service Contracts published by Crown Commercial Service.

Appendix 10. Asset Leasing

1. General

- 1.1** The implementation of the Prudential Code introduced new freedoms for local authorities to pursue various capital and revenue options for the funding of asset acquisitions. It is therefore important to ensure the most cost effective form of funding is sourced for each acquisition.

1.2 Objectives of controlling

Asset leases are to ensure-:

- (a) compliance with the Prudential Code
- (b) terms and conditions of leases are appropriate.
- (c) the lease is correctly recorded in the Combined Authority's accounts.
- (d) compliance with the Regulations.

1.2 Implications if the above objectives are not achieved:

- (a) non-compliance with the Prudential Code Value for Money requirements.
- (b) the cost of leasing the asset is greater than alternative finance options.
- (c) the Combined Authority's accounts are incorrectly stated.
- (d) legal challenge as a result of a breach of the Regulations.

1.3 Key Responsibilities for Members and Officers:

- (a) every officer **MUST** refer all proposed leasing arrangements to the Section 73 Officer-: and
- (b) approval **MUST** be obtained from the Section 73 Officer for all asset leases.

- 1.5** More information on the Prudential Code can be obtained from www.cipfa.org

- 1.6** Asset leases are treated as supplies Contracts for the purpose of the Regulations and so the Regulations will apply in the normal way.

Appendix 11. Contract Forms and Terms & Conditions

1. General

The Regulations require the **Combined Authority** to make its procurement documents available electronically from the published date of the Contract Notice (Regulation 53). Procurement documents include the proposed Terms and Conditions of Contract (T&Cs) as well as SUPPLIER SELECTION QUESTIONNAIRES and ITTs. This means that the SUPPLIER SELECTION QUESTIONNAIRE, ITT and T&Cs, for any EU procurement process **MUST** be drafted **before the Contract Notice is issued**.

The **Combined Authority** considers it good practice to apply this rule to all Contracts, whether or not the Regulations are followed. It is therefore the expectation that the Contract form will have been decided on before the procurement / tendering process starts.

2. Contracts below the EU Thresholds

For the majority of Contracts under the EU Thresholds it will normally be appropriate to use the **Combined Authority's** standard Terms and Conditions.

3. Contracts above the EU Thresholds

For Contracts valued above the EU Thresholds you can use the **Combined Authority's** standard Terms and Conditions or it may be more suitable to use an industry standard form of Contract, or a bespoke Contract drafted for the particular Contract in question.

When considering which type of Contract to use in these situations you should discuss and agree the approach with the Monitoring Officer.

Appendix 12. Scheme of Delegations

The following people / positions / committees have delegated authority to agree or approve expenditure:

Contract Value	Authority For OBC		Place On Forward Plan (Y/N)	Approval Docs Required	Authority To Award The Contract	Authority To Sign An Exemption	Authority For Signing/Sealing
Up to £500	n/a		N	Bid Evaluation	Budget Holder	Budget Holder	Budget Holder
£501 to £5,000	n/a		N	Bid Evaluation	Budget Holder	Budget Holder	Budget Holder
£5,001 to £50,000	n/a		N	Bid Evaluation	Budget Holder	Head of Service	Head of Service
£50,001 to £100,000	Divisional Director		Y	Tender Evaluation Document	Head of Service	CEO, s73 Officer or Monitoring Officer	CEO, s73 Officer or Monitoring Officer
£100,001 to EU Thresholds	Strategic Director		Y	Tender Evaluation Document	Head of Service (Recorded Officer Decision)	CEO, s73 Officer or Monitoring Officer	Monitoring Officer (Sealing)
Above EU Thresholds/ Emergency Purchases	Strategic Director		Y (but not emergency purchases)	Tender Evaluation Document	CEO, s73 Officer or Monitoring Officer (Recorded Officer Decision – provided within budget)	NOT ALLOWED above EU threshold	Monitoring Officer (Sealing)

Appendix 13. Evaluation Criteria & Debriefing

1. General

The **Combined Authority** **MUST** make its “procurement documents” available electronically from the date of the Contract Notice. The evaluation criteria and the weightings **MUST** be included in either the Contract Notice itself, or in the procurement documents. This means that you **MUST** have agreed the evaluation criteria for the Tender before the Contract Notice is issued.

2. Most Economically Advantageous Tender

Evaluation criteria **MUST** be based on the “Most Economically Advantageous Tender”. This can be identified by:

- price or cost (using life-cycle costing)
- the best price-quality ratio (taking into account qualitative, environmental and/or social aspects linked to the subject matter of the Contract), including:
- quality: technical merit, aesthetic and functional characteristics, accessibility, design for all users, social, environmental and innovative characteristics and trading and its conditions;
- organisation, qualification and experience of staff assigned to performing the Contract (where this can have a significant impact on the level of the performance of the Contract);
- after-sales service and technical assistance, delivery conditions such as delivery date, process and period, or period of completion.

If a Contract is for a fixed price, you can use just quality criteria.

3. Debriefing

You **MUST** consider when it is appropriate to debriefing suppliers – seek appropriate advice and guidance from the Monitoring Officer if required

Appendix 14. Capability & Financial Checks

1. General

You **MUST** ensure that any supplier interested in doing business with the **Combined Authority** has both the technical capability and the financial capacity to be able to perform the Contract.

2. Below EU Thresholds

Below the EU threshold you **MUST** NOT use a SUPPLIER SELECTION QUESTIONNAIRE to shortlist tenderers. You can ask “suitability assessment questions” that are relevant to the subject matter of the contract and are proportionate. These can relate to minimum standards of suitability and capability.

3. Above EU Thresholds

Procurements above the EU Thresholds using one of the procedures described in **Appendix 19 Procurements above the EU Threshold – Options and Procedures**. This includes procedures which use a Supplier Selection Questionnaire to shortlist candidates before inviting Tenders.

When using a SUPPLIER SELECTION QUESTIONNAIRE stage, you **MUST** use the Cabinet Office standard SUPPLIER SELECTION QUESTIONNAIRE. This includes standard questions on financial standing:

- (a) a minimum yearly turnover which does not exceed twice the estimated Contract value;
- (b) information on their annual accounts showing the ratios, for example, between assets and liabilities; and
- (c) appropriate levels of insurance.

4. Framework Agreements and Lots

There are specific rules that **MUST** be applied for Framework Agreements and lots. Seek further advice from the Monitoring Officer.

Appendix 15. Minimum Requirements

1. Contracts Minimum Requirements

VALUE OF CONTRACT	MINIMUM PURCHASING REQUIREMENTS	MINIMUM CONTRACT REQUIREMENTS	ENTER ON COMMISSIONING INTENTIONS Y/N	USE OF PROCONTRACT	ENTER CONTRACT ON CONTRACT REGISTER
£1 - £500	<ul style="list-style-type: none"> – Use purchasing card if accepted by supplier – Demonstrate VfM by testing the market – Think Local 	Ensure written record of purchase	No	Recommended	n/a
£501 - £5,000	<ul style="list-style-type: none"> – Demonstrate VfM by testing the market – Think Local – Consider the Social Value Policy & Toolkit 	Ensure written record of purchase	No	Recommended	Recommended
£5,001 - £50,000	<ul style="list-style-type: none"> – Think Local – 3 written Quotes via ProContract if below £25k – Advertise on Contracts Finder if more than £25K (or 3 quotes if using local market) 	The Combined Authority's Standard Contract Terms (unless agreed with Monitoring Officer)	No	Mandatory	Yes

	<ul style="list-style-type: none"> – Consider the Social Value Policy – Do NOT use a SUPPLIER SELECTION QUESTIONNAIRE but can ask suitability questions – State award criteria – Award Contract on Contracts Finder if >£25K 				
£50,001 - £100,000	<ul style="list-style-type: none"> – Think Local – Advertise on Contracts Finder – Consider the Social Value Policy – Do NOT use a SUPPLIER SELECTION QUESTIONNAIRE but can ask suitability questions – State award criteria – Award Contract on Contracts Finder 	The Combined Authority's Standard Contract Terms (unless agreed with Monitoring Officer)	Yes	Mandatory	Yes
£100,001 – EU Threshold (See Appendix 16)	<ul style="list-style-type: none"> – Advertise on Contracts Finder – Apply the Social Value Policy – Works can use a SUPPLIER SELECTION QUESTIONNAIRE but NOT for Goods and Services below the threshold – State award criteria – Award Contract on Contracts Finder – Contract must be sealed 	Follow guidance at Appendix 11 (Contract Forms and Terms & Conditions)	Yes	Mandatory	Yes

Above EU Threshold (See Appendix 16)	<ul style="list-style-type: none"> – Follow an EU compliant procedure (see Appendix 9 (Procurement Options), Appendix 5 (Drafting Specifications) and Appendix 13 (Evaluation Criteria) and Appendix 20 (Procurement above the EU Thresholds - Options)) – Apply the Social Value Policy – Advertise on Contracts Finder and in OJEU – Contract MUST be sealed – Award Contract in OJEU 	Follow guidance at Appendix 11 (Contract Forms and Terms & Conditions)	Yes	Mandatory	Yes
Light Touch Regime – Below threshold (£589,148)	<ul style="list-style-type: none"> – Think Local – Advertise on Contracts Finder if >£25k or 3 written tenders if using local market – Apply the Social Value Policy – State award criteria 	The Combined Authority's Standard Contract Terms (unless agreed by the Monitoring Officer)	Yes (above £50K)	Mandatory	Yes
Light Touch Regime – above threshold (£589,148)	<ul style="list-style-type: none"> – Follow a procedure compliant with EU procurement rules for LTR (see Appendix 7 Procurement Options) – Apply the Social Value Policy – Advertise on Contracts Finder – Award Contract in OJEU – Contract MUST be sealed 	Follow guidance at Appendix 11 (Contract Forms and Terms & Conditions)	Yes	Mandatory	Yes

Appendix 16. EU Procurement Thresholds & Timescales 2018-2019

TYPE OF CONTRACT	THRESHOLD (£)
Works	£4,551,413
Supplies and/or (most) Services (for Local Government)	£181,302
Social and other specific Services (Light Touch regime applies)	£615,278

	SELECTION STAGE	TENDER STAGE	IF ELECTRONIC TENDER ACCEPTED	TENDER FOLLOWING PIN	TENDER BY AGREEMENT	URGENCY
Open Procedure	n/a	35 days	30 days	15 days	n/a	15 days
Restricted Procedure (only for contracts above £165k)	30 days	30 days	25 days	10 days	At least 10 days	15/10 days
Competitive Procedure with Negotiation	30 days	30 days	25 days	10 days	At least 10 days	15/10 days
Competitive Dialogue	30 days	n/a	n/a	n/a	n/a	n/a
Innovation Partnership	30 days	n/a	n/a	n/a	n/a	n/a

The timeframes above are MINIMUM number of days from date the notice is sent. It is recommended you allow 3 extra days to allow for notice publication.

WEST OF ENGLAND COMBINED AUTHORITY CONSTITUTION – PART B – CONTRACT STANDING ORDERS – APPENDIX 16 – EU PROCUREMENT THRESHOLDS AND TIMESCALES 2016 - 2017

Appendix 17. Document Retention

Retention Classification	Retention Period
Contracts under seal (above OJEU Threshold)	12 years from Contract end This includes all Contract documents (specifications, drawings, certificates, Contract instructions and all relevant correspondence)
Contracts not under seal	6 years from Contract end This includes all Contract documents (specifications, drawings, certificates, Contract instructions and all relevant correspondence)
Unsuccessful Tenders and Quotes	4 years from the award of Contract
Abandoned Tenders and Quotes	4 years from the date of abandonment
Purchase files	MUST be kept up to date at all times within the Combined Authority's e-tendering system and Contract Register
Hard copies of Contracts	Store locally for 6 years after date of purchase then archive 12 years after purchase, review for possible destruction/recycling

For more information about the sealing process refer to the Monitoring Officer

Appendix 18. Tender and Contract Variations, Extensions & Termination

1. Tender Variations/Variant Bids

You can request tenderers to submit variant bids linked to the subject matter of the bid, however you **MUST** indicate in the Contract Notice or the ITT the minimum requirements to be met by the variants and any specific requirements for their presentation, in particular whether variants may be submitted only where a Tender which is not a variant has also been submitted.

You **MUST** ensure that the award criteria can be applied to variants meeting those minimum requirements as well as to conforming “core” Tenders which are not variants. Only variants meeting the minimum requirements laid down by the **Combined Authority** shall be taken into consideration.

2. Contract Extensions

When you award a Contract/Framework, you **MUST** state the start and end dates and whether there is an option to extend beyond the ‘initial term’. If an extension clause has been included in the Contract, then it is permissible to extend but this should only be done if it represents value for money to extend and if the performance of the supplier warrants it.

3. Contract Variation

Contract variations should be treated with caution because of the risk that they can trigger the need for a new procurement exercise. The Regulations set out the changes that can be made to a Contract or Framework Agreement. You **MUST** seek advice from the Monitoring Officer before making any Contract variation that could fall foul of the Regulations.

4. Contract Termination

For any Contract above the EU Thresholds, early termination **MUST** be approved by the Head of Strategic Procurement. Contracts of a lesser value may be terminated early by agreement prior to the expiry date of the Contract or in accordance with the termination provisions set out in the Contract following consultation with the Monitoring Officer.

Appendix 19. Procurement above the EU Thresholds – Options & Procedures

This Appendix lists the main choices of procurement procedure and the other routes available. You **MUST** seek the support of the Monitoring Officer before you undertake any “OJEU” procurement. However, below are set out in brief some of the options available to the **Combined Authority**.

Main Choices of Procedure

Open Procedure
Restricted Procedure

Other Routes

Competitive Procedure with Negotiation
Competitive Dialogue
Innovation Partnership
Negotiation Procedure without Notice
Reserved Contracts
Reserving Contracts to sheltered workshops
Reserving Contracts (for certain Services only) for “public Service bodies”
Concession Contracts
Dynamic purchasing systems
Electronic auction
Electronic catalogue
Lots - if you do not divide the Contract up into lots, you **MUST** explain why in the Contract Notice or procurement documents.

Appendix 20. Below Threshold Contracts (caught by Part 4 of the Regulations)

This appendix applies to Contracts between £25,000 and the EU threshold for Supplies and Services for Local Government (see Appendix 16).¹

1. Using Contracts Finder to Advertise Contracts

- 1.1 *If* you advertise an opportunity, then you **MUST** place an advert on Contracts Finder (www.contractsfinder.service.gov.uk).
- 1.2 This does **not** include where you call off from a Framework Agreement or another select/approved list.
- 1.3 This **does** include when you issue a Prior Information Notice (PIN) or similar – you **MUST** advertise “*regardless of how specific the opportunity is*”.
- 1.4 Adverts on Contract Finder **MUST** include the following information:
 - (a) the date and time by which an interested supplier **MUST** respond if it wishes to be considered (the time period allowed for responses but be sufficient but proportionate);
 - (b) how a supplier **MUST** respond to the advert, and to whom; and
 - (c) any other requirements for participating in the procurement.
- 1.5 In reality, Contracts Finder requires more information than this, including an (estimated) Contract value.
- 1.6 When you advertise on Contracts Finder, you **MUST** offer unrestricted and full direct internet access free of charge to any relevant Contract and procurement documents, and specify in the notice the internet address where those documents can be accessed.

2. Supplier Selection Questionnaire

- 2.1 You **MUST not** use a SUPPLIER SELECTION QUESTIONNAIRE for Contracts between £25,000 and the EU Threshold for Supplies and Services for Local Government. You are only allowed to use this for contract above the threshold.

¹ In this case, this threshold applies to works contracts as well as services and supplies.

2.2 Instead, you **can** ask “suitability assessment” questions that are relevant to the subject matter of the procurement and are proportionate. These questions should relate to information / evidence you need that the candidate meet requirements / minimum standards for:

- (a) suitability;
- (b) legal status;
- (c) financial standing.

3. Contract Award Notices on Contracts Finder

3.1 The following requirements apply when you award a public Contract – **whether or not** it was advertised on Contracts Finder. This includes when you call off from a Framework Agreement.

3.2 You **MUST**, within a reasonable time, publish the following information on Contracts Finder:

- (a) the name of the contractor awarded the Contract;
- (b) the date on which the Contract was entered into;
- (c) the value of the Contract;
- (d) whether the contractor is an “SME” or “VCSE”.

3.3 “VCSE” means a non-governmental organisation that is value-driven and which principally reinvests its surpluses to further social, environmental or cultural objectives”.

3.4 You can withhold any of this information where its release:

- (a) would impede law enforcement or would otherwise be contrary to the public interest;
- (b) would prejudice the legitimate commercial interests of a particular economic operator (whether public or private); or
- (c) might prejudice fair competition between suppliers.

3.5 This is most likely to apply to the value of the Contract awarded.

WEST OF ENGLAND COMBINED AUTHORITY

CONSTITUTION

PART C

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MEMBERS CODE OF CONDUCT

West of England Combined Authority Code of Conduct for Members

1. Application

This Code of Conduct applies to you whenever you are acting in your capacity as a member of the West of England Combined Authority (“**The Combined Authority**”), including –

- a) at formal meetings of the **Combined Authority**, its Committees and **other bodies**,
- b) when acting as a representative of **the Combined Authority**
- c) in taking any decision as a member of **the Combined Authority**
- d) in discharging your functions as a member of **the Combined Authority**
- e) at briefing meetings with officers and
- f) at site visits
- g) when corresponding with **the Combined Authority** other than in a private capacity

2. General Conduct

As a member or co-opted member of **the Combined Authority**, **you** have a responsibility to represent the community and work constructively with our staff and partner organisations to secure better social, economic and environmental outcomes for all.

In accordance with the Localism Act provisions, when acting in this capacity **you must be** committed to behaving in a manner that is consistent with the following principles to achieve best value for our residents and maintain public confidence in this authority.

SELFLESSNESS: Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

INTEGRITY: Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

OBJECTIVITY: In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

ACCOUNTABILITY: Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

OPENNESS: Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

HONESTY: Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

LEADERSHIP: Holders of public office should promote and support these principles by leadership and example.

- a) As a member of the West of England Combined Authority, my conduct will in particular address the statutory principles of the code of conduct by:
- b) Championing the needs of residents – the whole area of the Combined Authority and in a special way my constituents, including those who did not vote for me.
- c) Dealing with representations or enquiries from residents, members of our communities and visitors fairly, appropriately and impartially.
- d) Not allowing other pressures, including the financial interests of myself or others connected to me, to deter me from pursuing constituents' casework, the interests of the Authority's area or the good governance of the authority in a proper manner.
- e) Exercising independent judgement and not compromising my position by placing myself under obligations to outside individuals or organisations who might seek to influence the way I perform my duties as a member of this authority.
- f) Listening to the interests of all parties, including relevant advice from statutory and other professional officers, taking all relevant information into consideration, remaining objective and making decisions on merit.
- g) Being accountable for my decisions and co-operating when scrutinised internally and externally, including by local residents.
- h) Contributing to making this authority's decision-making processes as open and transparent as possible to enable residents to understand the reasoning behind those decisions and to be informed when holding me and other members to account but restricting access to information when the wider public interest or the law requires it

- i) Behaving in accordance with all our legal obligations, alongside any requirements contained within this authority's policies, protocols and procedures, including on the use of the Combined Authority resources.
- j) Valuing my colleagues and staff and engaging with them in an appropriate manner and one that underpins the mutual respect between us that is essential to good local government.
- k) Always treating people with respect, including the organisations and public I engage with and those I work alongside.
- l) Providing leadership through behaving in accordance with these principles when championing the interests of the community with other organisations as well as within this authority.

3. Disclosable Pecuniary Interests (DPIs)

You must -

- 3.1 comply with the statutory requirements to register, disclose and withdraw from participating in respect of any matter in which you have a disclosable pecuniary interest
- 3.2 ensure that your register of interests is kept up to date and notify the Monitoring Officer in writing within 28 days of becoming aware of any change in respect of your disclosable pecuniary interests
- 3.3 make verbal declaration of the existence and nature of any disclosable pecuniary interest at any meeting at which you are present at which an item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent and leave the room for the duration of the debate and the vote on the item of business which affects or relates to the interest.
- 3.4 "Meeting" means any meeting organised by or on behalf of the Combined Authority, including:-
 - 3.4.1 any meeting of the Combined Authority, or a Committee or other bodies of the Combined Authority
 - 3.4.2 in taking a decision as a member of the Combined Authority
 - 3.4.3 at any briefing by officers; and
 - 3.4.4 at any site visit to do with business of the authority

4. Other Interests

- 4.1 In addition to the requirements of Paragraph 3, if you attend any meeting of **the Combined Authority** which includes the **West of England Combined Authority** Committee or Sub-Committee or **the** Joint Committee (which for the avoidance of doubt does not include informal meetings with officer or member briefings) at which any item of business is to be considered and you are aware that you have a “non-disclosable pecuniary interest or non-pecuniary interest” in that item, you must make verbal declaration of the existence and nature of that interest at or before the consideration of the item of business or as soon as the interest becomes apparent and leave the room for the duration of the debate and the vote on the item of business which affects or relates to the interest.
- 4.2 You have a “non-disclosable pecuniary interest or non-pecuniary interest” in an item of business of your authority where –
- 4.2.2 a decision in relation to that business might reasonably be regarded as affecting the well-being or financial standing of you or a member of your family or a person or body with whom you have a close association to a greater extent than it would affect the majority of the Council Tax payers, ratepayers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the authority’s administrative area, or
- 4.2.3 it relates to or is likely to affect any of the interests listed in the Table in the Appendix to this Code, but in respect of a member of your family (other than a “relevant person”) or a person with whom you have a close association

and that interest is not a disclosable pecuniary interest.

For the avoidance of doubt a report by a member to **the Combined Authority**, a Committee or Sub-Committee on the activities of an outside body to which they are appointed by **the Combined Authority**, will not constitute a breach of the Code of Conduct, provided the report does not require a decision that affects the wellbeing or financial position of the organisation.

5. Gifts and Hospitality

- 5.1 You must, within 28 days of receipt, notify the Monitoring Officer in writing of any gift, benefit or hospitality with a value in excess of £100 which you have accepted as a member from any person or body other than the authority.

- 5.2 The Monitoring Officer will place your notification on a public register of gifts and hospitality.
- 5.3 This duty to notify the Monitoring Officer does not apply where the gift, benefit or hospitality comes within any description approved by the authority for this purpose.

Disclosable Pecuniary Interests (DPIs)

The duties to register, disclose and not to participate in respect of any matter in which a member has a Disclosable Pecuniary Interest are set out in Chapter 7 of the Localism Act 2011.

Disclosable pecuniary interests are defined in the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 as follows –

<i>Interest</i>	<i>Prescribed description</i>
Employment, office, trade, profession or vacation	Any employment, office, trade, profession or vocation carried on for profit or gain.
Sponsorship	Any payment or provision of any other financial benefit (other than from the relevant authority) made or provided within the relevant period in respect of any expenses incurred by M in carrying out duties as a member, or towards the election expenses of M. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992).
Contracts	Any contract which is made between the relevant person (or a body in which the relevant person has a beneficial interest) and the relevant authority— (a) under which goods or services are to be provided or works are to be executed; and (b) which has not been fully discharged.
Land	Any beneficial interest in land which is within the area of the relevant authority.
Licences	Any licence (alone or jointly with others) to occupy land in the area of the relevant authority for a month or longer.
Corporate tenancies	Any tenancy where (to M's knowledge)— (a) the landlord is the relevant authority; and (b) the tenant is a body in which the relevant person has a beneficial interest.

Securities	<p>Any beneficial interest in securities of a body where—</p> <p>(a) that body (to M’s knowledge) has a place of business or land in the area of the relevant authority; and</p> <p>(b) either—</p> <p>(i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or</p> <p>(ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the relevant person has a beneficial interest exceeds one hundredth of the total issued share capital of that class.</p>

For this purpose –

- a) “the Act” means the Localism Act 2011;
- b) “body in which the relevant person has a beneficial interest” means a firm in which the relevant person is a partner or a body corporate of which the relevant person is a director, or in the securities of which the relevant person has a beneficial interest;
- c) “director” includes a member of the committee of management of an industrial and provident society;
- d) “land” excludes an easement, servitude, interest or right in or over land which does not carry with it a right for the relevant person (alone or jointly with another) to occupy the land or to receive income;
- e) “M” means a member of the West of England Combined Authority;
- f) “member” includes a co-opted member;
- g) “relevant authority” means the authority of which M is a member;

- h) “relevant period” means the period of 12 months ending with the day on which M gives a notification for the purposes of section 30(1) or 31(7), as the case may be, of the Act;
- i) “relevant person” means M or any other person referred to in section 30(3)(b) of the Act;
- j) “securities” means shares, debentures, debenture stock, loan stock, bonds, units of a collective investment scheme within the meaning of the Financial Services and Markets Act 2000 and other securities of any description, other than money deposited with a building society.

MEMBERS PLANNING CODE OF GOOD PRACTICE

1. Purpose of the Code

This code has been being prepared for the guidance of officers and members of **the Combined Authority**, in their dealings with planning matters. This includes decision-making meetings of West of England Combined Authority when exercising the planning function of the West of England Combined Authority or less formal occasions such as meetings with officers or the public or consultative meetings. It applies equally to sites specific policy issues as it does to planning applications.

The Code has the following objectives:-

- i. To guide and protect members in dealing with planning related matters from criticism and challenge.
- ii. To inform potential developers and members of the general public of the standards adopted by West of England Combined Authority and the performance of its planning function.
- iii. To ensure that, in the planning process, there are no grounds for suggesting that a decision has been biased, partial or not well founded in any way.

2. Key Principles

Planning decisions made by the Combined Authority can have a considerable effect on the value of land, the nature of its development and on the lives and amenities of people living in the vicinity. The process of arriving at decisions on a planning matter must be open and transparent and the involvement of both officers and members must be clearly understood. The main principles which members should have clear regards for are:-

- a) The key purpose of planning is to deliver sustainable development which effectively balance economic, social and environmental interests and take relevant local circumstances into account.
- b) Your overriding duty as a member of West of England Combined Authority is to the whole local community, and in relation to planning issues to help ensure that the West of England Combined Authority's planning policies are achieved.
- c) Your role as a member of West of England Combined Authority is to make planning decisions openly, impartially, with sound judgement, and for justifiable reasons
- d) Whilst you may be strongly influenced by the views of others and of your party in particular it is your responsibility alone to decide what view to take on any question which members of West of England Combined Authority have to decide
- e) Section 38(1) and 38(6) of the Planning and Compulsory Purchase Act 2004 and section 70(2) of the Town and Country Planning Act requires you to take planning decisions in accordance with the provisions of the development plan unless material considerations indicate otherwise. You should ensure that all decisions that you make have regard to proper planning considerations and are made impartially and in a way which does not give rise to public suspicion or mistrust.
- f) The Code applies to all decisions of the West of England Combined Authority on planning related matters when West of England Combined Authority is acting as the local planning authority ("LPA").
- g) When acting in your capacity as a member of West of England Combined Authority you must have regard to the West of England Combined Authority's adopted Code of Conduct

3. Relationship to the Code of Conduct

The Code of Conduct sets out the standards of behaviour expected of members of West of England Combined Authority and the requirements in relation to the declaration of interests in the members Register of Interests and at meetings. Not only should impropriety be avoided but also any appearance or ground for suspicion of improper conduct. When considering any planning matter you should have primary regard for the Code, and particularly the requirement to properly declare all interests:-

- a) **Do** comply with the requirements of the adopted Code of Conduct first
- b) **Do** then apply the rules in this Planning Code of Practice

4. Development Proposals and the Declaration of members' Interests

When considering planning matters members may find that they need to

- a) Declare interests in accordance with the requirements of the adopted Code of Conduct or
- b) Indicate that they have come to a view prior to (i.e. are pre-determined)

The existence and nature of any interest should be disclosed in accordance with adopted Code and at all relevant meetings.

Where you have an interest that must be disclosed

- a) **Do Not** participate or give the appearance of trying to participate in the making of any decision on the matter by West of England Combined Authority.
- b) **Do Not** get involved in the processing of the application and direct any queries or technical matters to the relevant officer.
- c) **Do Not** seek or accept any preferential treatment or place yourself in a position that could lead the public to see that you are receiving preferential treatment because of your position as a member of West of England Combined Authority. This would include using your position to discuss any proposal with officers or members when other members of the public would not have the same opportunity to do so. You may need to identify another local member who is prepared to represent local interests.

Pre-determination

The allowance made for members of West of England Combined Authority to be predisposed to a particular view is a practical recognition of

- a) the role played by party politics in Local Government
- b) the need for members of **the** West of England Combined Authority to inform constituents of at least an initial view on a matter as part of their public role
- c) the structure of local government which ultimately requires the same members of West of England Combined Authority to make decisions

It is therefore particularly important for elected members of West of England Combined Authority to have a clear understanding about the implications of expressing a strong opinions or views on planning matters

If you make up your mind on how you will vote on any planning matter prior to formal consideration of that matter at the meeting of the planning authority, prior to the hearing of the officers presentation and evidence and arguments on both sides, you may be seen to have predetermined the issue.

Section 25 of the Localism Act 2011 introduces provisions for dealing with allegations of bias or pre-determination. i.e. where the decision maker(s) had or appeared to have a closed mind (to any extent) when making the decision.

The decision maker is not to be taken to have had a closed mind “just because” the decision maker had previously done anything relevant to the decision that directly or indirectly indicated what view the decision maker took or would or might take in relation to a matter.

The provisions in the Localism Act do not involve a change in law. In a situation where a member said something like “over my dead body” in respect of voting a particular way on an issue, the provisions in relation to pre-determination in the Localism Act might be useful in giving members of West of England Combined Authority confidence about making their views on a particular issue known, it does not change the legal position that is if a member can be shown to have approached a decision with a closed mind, that could affect the validity of the decision.

Equally, if a member has expressed views on a particular issue but could show that when taking the decision, they had approached this with an open mind and taken account of all the relevant information, they could reasonably participate in a valid decision.

However, members of West of England Combined Authority are able to represent their community and engage with developers and the public to discuss proposed developments without fear of 'fettering' their discretion. A member can campaign either in support or against a proposal and this will not automatically be taken as proof that he is not open-minded

Members will need to be mindful that if they have expressed particularly extreme views, it will be more difficult in practice to be able to get away from the impression that the member would have approached the decision with a closed mind.

The current case law recognises that politicians will have views on and may well have expressed them about issues of public interest locally. *R(Island Farm Development Ltd) V Bridgend CBC* clarified that it would be impossible to make decisions by elected members ..if their observation could disqualify them because it might appear that they had formed a view in advance" The case goes on to say that members must approach their decision making with an open mind in the sense that they must have regard to all material considerations and must be prepared to change their views if persuaded that they should.

In addition the case has clarified that the "evidence of a political affiliation or of the adoption of policies towards a planning purpose will not for these purposes by itself (emphasis added) amount to an appearance of the real possibility of predetermination ... something more is required, something that goes to the appearance of a predetermined, closed mind in the decision making itself".

In conclusion, expressing a view, even a strong view does not automatically lead to the conclusion that a member is pre-determined, however the stronger and more forceful the view the greater risk of their being an appearance of real bias. Each case/**decision** will need to be considered on its own facts. Care still needs to be taken when expressing clear and forceful views on a particular matter in respect of which the member expressing those views will form part of or be the decision maker.

In conclusion the Localism Act provisions in relation to predetermination still require a planning committee member to have an open mind when determining a planning application. However, proof of previous campaigning against a proposed planning application would not in itself be proof that the member had a closed mind.

5. Contact with Applicants, Developers and Objectors

One particular aspect of application discussions relates to lobbying. Lobbying is a normal part of the political process. However, it can lead to impartiality being brought into question and accordingly there is a need to declare publicly that an approach of this nature has taken place. Lobbying can take place by professional agents as well as un-represented applicants/landowners and community action groups.

- a) **Do** take advice from the Monitoring Officer if you are invited to attend meetings with applicants, developers or groups of objectors if you are a member of West of England Combined Authority and therefore likely to be part of the decision-making process.

You will then be in a position to make a decision about your attendance having taken proper count of the issues relating to pre-determination.

- b) **Do** refer those who approach you for planning procedural or technical advice to officers.
- c) **Do** report to the relevant Chief Officer any significant contact with the applicant and other party, explaining the nature and purpose of the contacts and your involvement in them and ensure that this is recorded.
- d) **Do** attend presentations that have been organised by officers. These may be differentiated from major public presentations when members may seek information.
- e) **Do** remember that the presentation is not part of the formal process of debate and determination of any subsequent application.
- f) **Do** be aware that a presentation is a form of lobbying and if you express a view, you will need to carefully consider if you have pre-determined the matter prior to the vote.
- g) **Do** ask relevant questions for the purposes of clarifying your understanding of the proposals.
- h) **Do** explain to those lobbying or attempting to lobby you that whilst you can listen to what is said it prejudices your impartiality and may affect your ability to participate in the decision-making to express an intention to vote one way or another, or such a firm point of view which amounts to the same thing.
- i) **Do** remember that your overriding duty is to the whole community not just the people in your local area.
- j) **Do not** accept gifts or hospitality from any person involved in or effected by a planning proposal. If a degree of hospitality is entirely unavoidable ensure that it is of the minimum and its acceptance is declared as soon as possible (remembering to register any gift as required by the adopted Code of Conduct).
- k) **Do** copy or pass on any lobbying correspondence you receive to the relevant Chief Officer at the earliest opportunity as this will enable proper officer advice to be given in the report and avoid the situation where officers are asked to respond to new information at the meeting itself, leading to deferral or decisions made on partial advice.

- l) **Do** promptly refer to the relevant Chief Officer any offers made to you of planning gain or constraint of development.
- m) **Do** inform the Monitoring Officer where you feel that you have been exposed to undue or excessive lobbying or approaches.
- n) **Do** note that you will not have pre-determined a matter or breached this Planning Code of Good Practice through:-
 - (i) listening or receiving view points from residents or other interested parties
 - (ii) making comments to residents, interested parties, other members or appropriate officers providing they do not consist of or amount to prejudging the issue and you make clear that you are keeping an open mind
 - (iii) seeking information through appropriate channels or
 - (iv) being a vehicle for the expression of opinion or speaking at the meeting as a ward member provided you explain your actions at the start of the meeting or item and make it clear that having expressed the opinion or ward view you have not committed yourself to vote in accordance with those views and you will make up your own mind having heard all of the facts and listened to the debate.

6. Constituent Council Interests

There is a balance to be struck between the duty to be an active community representative and the overriding duty as a member of West of England Combined Authority to the whole local community. In these circumstances:-

- a) **Do not** lobby fellow members of West of England Combined Authority regarding your concerns or views nor attempt to persuade them that they should decide how to vote in advance of the meeting at which any planning decision is to be taken.
- b) **Do not** decide or discuss how to vote on any at any sort of political group meeting or lobby any other member to do so. Political group meetings should never dictate how members should vote on a planning issue.

7. Sanctions

The purpose of this Code is to provide guidance to members in relation to the performance of the West of England Combined Authority's planning function. The application of and adherence to the Code is intended to build public confidence in the West of England Combined Authority's planning system and to produce a strong platform for planning

decision-making. The Code does not remove the responsibility of members to exercise their statutory discretion to determine the merits of individual applications or proposals.

A failure to adhere to the Code gives rise to potential consequences to the West of England Combined Authority and individual members. Members of West of England Combined Authority may make a reputation in their community not only for their beliefs but also for their general conduct. Consistency and fairness are important qualities in the public eye and they are vital to the conduct of the Combined Authority. Beyond the normal democratic process a number of specific consequences can be identified.

MEMBER/OFFICER PROTOCOL

Member/Officer Protocol

1. INTRODUCTION

- 1.1 Members of West of England Combined Authority are democratically accountable and may have political affiliations. Officers must serve the whole Authority objectively. Together they must balance a complex range of obligations and competing interests. For this to be effective members and officers must have mutual trust and respect for each other's requirements and duties. There must also be transparent consistency in every day working relationships.
- 1.2 The West of England Combined Authority has formally adopted a Code of Conduct which sets out the minimum standards members of West of England Combined Authority must observe. This Protocol operates within that framework and provides the Authority's local ground rules.
- 1.3 Members of West of England Combined Authority, members and officers agree to observe the Code and this Protocol and to be guided by them in the interests of fair treatment and good government.
- 1.4 The Protocol is the Authority's way of applying the following basic principles:
- a) **Members have a right to sufficient information and support to enable them to make informed decisions.** At common law, this is referred to as "need to know".

The need is so that they can perform their role as a member of West of England Combined Authority. It can be limited by conflict of interest, confidentiality and practicality.
 - b) **Officers must serve the whole Authority objectively.**

They must therefore provide "unified advice" at all times. This is advice which is objective, consistent and points out all relevant factors. Different points of view between officers should be resolved or presented in a balanced way which helps members to choose between them.
 - c) **Political processes and different roles of members are a legitimate part of local democracy**

Officers advice and support can be tailored accordingly. A party group is entitled to the confidentiality of officer advice on developing policies. The overall arrangements for officer advice must be transparent.

2. THE RELATIONSHIP: GENERAL POINTS

- 2.1 Both members and officers are servants of the public and they are indispensable to one another. But their responsibilities are distinct. Members are responsible to the electorate and serve only so long as their term of office lasts. Officers are responsible to the West of England Combined Authority. Their job is to give advice to members and the West of England Combined Authority, and to carry out the West of England Combined Authority's work under the direction and control of the West of England Combined Authority, members, its committees and sub committees.
- 2.2 At the heart of the Code, and this Protocol, is the importance of mutual respect. member/officer relationships should be conducted in a positive and constructive way. Therefore, it is important that any dealings between members and officers should observe standards of courtesy and that neither party should seek to take unfair advantage of their position or seek to exert undue influence on the other party.
- 2.3 Inappropriate relationships can be inferred from language/style. Therefore members and officers should always seek to address each other with courtesy.
- 2.4 A member should not raise matters relating to the conduct or capability of an officer in a manner that is incompatible with the objectives of this Protocol. This is a long-standing tradition in public service. An officer has no means of responding to such criticism in public. If a member feels she/he has not been treated with proper respect, courtesy or has any concern about the conduct or capability of an officer, and fails to resolve it through direct discussion with the officer, she/he should raise the matter with the Head of Paid Service. The Head of Paid Service will then look into the facts and report back to the member. If the member continues to feel concern, then she/he should report the facts to the Director who heads the Directorate concerned, or if, after doing so, is still dissatisfied, should raise the issue with the Chief Executive who will look into the matter afresh. Any action taken against an officer in respect of a complaint will be in accordance with the provisions of the West of England Combined Authority's Disciplinary and Capability Procedures.
- 2.5 An officer should not raise, in public with a member, matters relating to the conduct or capability of another officer or the internal management of West of England Combined Authority in a manner that is incompatible with the overall objectives of this Protocol. If such issues are raised by members then the matter will be dealt with

in accordance with the Employees' Code of Conduct and the West of England Combined Authority's Disciplinary Rules and Procedures. Unwarranted criticism of officers by members should be avoided, particularly when they cannot respond on equal terms such as at public West of England Combined Authority meetings.

- 2.6 Where an officer feels that she/he has not been properly treated with respect and courtesy by a member, she/he should raise the matter with his/her Head of Paid Service, especially if they do not feel able to discuss it directly with the member concerned. In these circumstances the Head of Paid Service will take appropriate action either by approaching the individual member. If the matter cannot be resolved to the satisfaction of the employee concerned, the matter will be treated as a grievance and dealt with under the West of England Combined Authority's formal grievance and harassment procedures.

3. THE RELATIONSHIP: OFFICER SUPPORT TO MEMBERS: GENERAL POINTS

- 3.1 Members are democratically accountable and may have political affiliations. They have a clear role in providing leadership within the community and as members of the West of England Combined Authority to represent their constituents. Officers are responsible for day-to-day managerial and operational decisions within the authority and provide services to the local community.
- 3.2 Certain statutory officers – the Chief Executive, the Monitoring Officer and the Chief Financial Officer – have specific roles. These are addressed in the Constitution. Their roles need to be understood and respected by all members.
- 3.3 The following key principles reflect the way in which the officer core generally relates to members:-
- a) all officers are employed by or are accountable to the authority as a whole;
 - b) support from officers is needed for all the authority's functions
 - c) Members are responsible for providing leadership and direction on policy matters. Day to day managerial and operational decisions on the delivery of services should remain the responsibility of the Head of Paid Service and other officers.
- 3.4 On occasion, a decision may be reached which authorises named officers to take action between meetings following consultation with a member or members. It must be recognised that it is the officer, rather than the member or members, who takes the action and it is the member who is accountable for it.

- 3.5 Finally, it must be remembered that officers are accountable to their Head of Paid Service and that whilst officers should always seek to assist a member, they must not, in so doing, go beyond the bounds of whatever authority they have been given by their Head of Paid Service.

4. THE RELATIONSHIP: OFFICER SUPPORT: MEMBERS AND PARTY GROUPS

- 4.1 It must be recognised by all officers and members that in discharging their duties and responsibilities, officers serve the West of England Combined Authority as a whole and not any political group, combination of groups or any individual member of the West of England Combined Authority. However, if a political assistant is appointed by the Mayor under the Local Government and Housing Act 1989, he or she is not required to maintain political neutrality, since their role is to support the Mayor on whose behalf they have been engaged. Consequently such officers may be exempted from the constraints on officer neutrality set out below.
- 4.2 It is recognised that members of West of England Combined Authority may belong to party groups and it is common practice for such groups to give preliminary consideration to matters of West of England Combined Authority business in advance of such matters being considered by the relevant West of England Combined Authority decision making body. Officers may properly be called upon to support and contribute to such deliberations by party groups but must at all times maintain political neutrality. All officers must, in their dealings with political groups and individual members, treat them in a fair and even-handed manner.
- 4.3 Certain points must, however, be clearly understood by all those participating in this type of process, members and officers alike. In particular:
- a) the observance of neutrality will be assisted if officers only attend party group meetings for specified business and officers withdraw from the meeting after briefing and any questions and before political discussion.
 - b) party group meetings, whilst they form part of the preliminaries to West of England Combined Authority decision making, are not empowered to make decisions on behalf of the West of England Combined Authority. Conclusions reached at such meetings do not therefore rank as West of England Combined Authority decisions and it is essential that they are not interpreted or acted upon as such; and
 - c) similarly, where officers provide information and advice to a party group meeting in relation to a matter of West of England Combined Authority

business, this cannot act as a substitute for providing all necessary information and advice to the West of England Combined Authority relevant Committee or Sub-Committee when the matter in question is considered.

- 4.4 Special care needs to be exercised whenever officers are involved in providing information and advice to a party group meeting which includes persons who are not members of the constituent council. Such persons are not bound by the Code of Conduct for members (in particular, the provisions concerning the declaration of interests and confidentiality) and for this and other reasons officers must be cautious about attending and/or giving advice to such meetings.
- 4.5 Officers must respect the confidentiality of any party group discussions at which they are present in the sense that they should not relay the content of any such discussion to another party group.
- 4.6 Whilst any member may ask the Head of Paid Service for written factual information about the functions of West of England Combined Authority, such requests must be reasonable and not seek information relating, for instance, to case work of a confidential nature. Requests will be met subject to any overriding legal considerations (which will be determined by the Monitoring Officer), or if the recipient of any request considers the cost of providing the information requested or the nature of the request to be unreasonable. If a member requesting such information is dissatisfied by such a response, she/he should raise the matter with the Head of Paid Service who will discuss the issue with the relevant member.
- 4.7 It must not be assumed by any party group or member that any officer is supportive of any policy or strategy developed because of that officer's assistance in the formulation of that policy or strategy.
- 4.8 If any member or officer experiences any particular case of difficulty or uncertainty in this area of officer advice to party groups they should raise the matter with the Chief Executive who will discuss them with the relevant Group Leaders.

5. SUPPORT SERVICES TO MEMBERS AND PARTY GROUPS

- 5.1 The only basis on which the West of England Combined Authority can lawfully provide support services (e.g. stationery, typing, printing, photocopying, transport etc.) to members is to assist them in discharging their role as members of the West of England Combined Authority. Such support services must therefore only be used on West of England Combined Authority business. They should never be used in connection with party political or campaigning activity or for private purposes.

6. MEMBERS' ACCESS TO INFORMATION AND TO WEST OF ENGLAND COMBINED AUTHORITY DOCUMENTS

- 6.1 Members have the ability to ask for information in accordance with their legal rights. This right extends to such information, explanation and advice as they may reasonably need in order to assist them in discharging their role as a member of the West of England Combined Authority. This can range from a request for general information about some aspect of the West of England Combined Authority's activities to a request for specific information on behalf of a constituent. Such approaches should normally be directed to the Head of Paid Service. In cases of doubt, members should approach the Monitoring Officer for assistance.
- 6.2 As regards the legal rights of members to inspect West of England Combined Authority documents, these are covered partly by statute and partly by the common law.
- 6.3 Members have a statutory right to inspect any West of England Combined Authority document which contains material relating to any business which is to be transacted by the West of England Combined Authority. This right applies irrespective of whether the member is a member of the Committee or Sub-Committee concerned and extends not only to reports which are to be submitted to the meeting, but also to any relevant background papers. This right does not, however, apply to documents relating to certain items which may appear as a confidential item on the agenda for a meeting.
- 6.4 The common law rights of members remains intact, are much broader and are based on the principle that any member has a right to inspect West of England Combined Authority documents so far as his/her access to the document is reasonably necessary to enable the members properly to perform his/her duties as a member of the West of England Combined Authority. This principle is commonly referred to as the 'need to know' principle.
- 6.5 The exercise of this common law right depends therefore, upon an individual member being able to demonstrate that she/he has the necessary 'need to know'. In this respect a member has no right to 'a roving commission' to go and examine documents of the West of England Combined Authority. Mere curiosity is not sufficient. The crucial question is the determination of the 'need to know'. This question must initially be determined by the Head of Paid Service (with advice from the Monitoring Officer). In the event of dispute, the question falls to be determined by the Monitoring Officer in association with the Head of Paid Service.

- 6.6 Member's 'need to know' will normally be presumed where the information clearly relates to the discharge of a function of West of England Combined Authority.
- 6.7 Whilst the term 'West of England Combined Authority document' is very broad and includes for example, any document produced with West of England Combined Authority resources, it is accepted by convention that a member of one party group will not have a 'need to know' and therefore, a right to inspect, a document which forms part of the internal workings of another party group.
- 6.8 Further and more detailed advice regarding members' rights to inspect West of England Combined Authority documents may be obtained from the Monitoring Officer.
- 6.9 Finally, any West of England Combined Authority information provided to a member must only be used by the member for the purpose for which it was provided, i.e. in connection with the proper performance of the member's duties as a member of the West of England Combined Authority. Therefore, for example, early drafts of Committee reports/briefing papers are not suitable for public disclosure and should not be used other than for the purpose for which they were supplied.

7. CORRESPONDENCE

- 7.1 Correspondence between an individual member and an officer should not normally be copied (by the officer) to any other member without the consent of that member. Correspondence includes both hard copy memoranda or letters and e-mail.
- 7.2 Most official letters on behalf of the West of England Combined Authority will normally be sent in the name of the appropriate officer rather in the name of a member, particularly when dealing with operational or service delivery matters. However it will be appropriate in certain circumstances (eg representations to Government) for correspondence to be sent in the name of member(s) or the Mayor of West of England Combined Authority. Letters which create legal obligations or give instructions on behalf of the West of England Combined Authority and which are sent out in the name of a member should always be agreed in consultation with the Head of Paid Service, and on legal matters on advice from the Monitoring Officer.

8. PUBLICITY AND PRESS RELEASES

- 8.1 West of England Combined Authority is accountable to the residents of the West of England area. Accountability requires local understanding. This will be promoted by the Authority, explaining its objectives and policies to the electors and rate-payers.

- 8.2 Publicity is, however, a sensitive matter in any political environment because of the impact it can have. Expenditure on publicity can be significant. It is essential, therefore, to ensure that decisions on publicity are properly made in accordance with clear principles of good practice. The Government has issued a code of Recommended Practice on Local Authority Publicity. The purpose of the Code is to set out such principles.

The Code affects the conventions that should apply to all publicity at public expense and which traditionally have applied in both central and local government. The Code requires that all local authorities shall have regard to its provisions in coming to any decision on publicity.

- 8.3 Officers and members of the West of England Combined Authority will, therefore, in making decisions on publicity, take account of the provisions of this Code. If in doubt, officers and/or members should initially seek advice from the Corporate Communications Manager who will refer the matter to the Head of Paid Service. Particular care should be paid to any publicity used by the West of England Combined Authority around the time of an election. Particular advice will be given on this by the Monitoring Officer as appropriate.
- 8.4 For the sake of clarity the Code does not apply to press releases and publicity that members may arrange and distribute in their individual political capacity rather than through the West of England Combined Authority. Members should not use West of England Combined Authority resources for party political purposes.

9. OFFICER/MEMBER PROTOCOL

- 9.1 Copies of the Protocol will be issued to all members as part of the constitution upon appointment.
- 9.2 Questions of interpretation of this Protocol will be determined by the Monitoring Officer.

Media Protocol

Introduction

This protocol sets out the Combined Authority's policy for both members and officers on working with the media.

The West of England Combined Authority's head of communications will be the central point for professional advice and support relating to all aspects of communications, including proactive and reactive media relations, crisis and issues management and reputation management.

1. Media principles

- 1.1 The Combined Authority is committed to communicating openly and honestly.
- 1.2 Media enquiries will be responded to within reporter deadlines as far as reasonable, without compromising trust or accuracy.
- 1.3 All comments, responses and letters to the media will reflect the corporate view of the Combined Authority.
- 1.4 All press releases will be published on the West of England Combined Authority's website.
- 1.5 If any restrictions prevent us from publicly commenting on or responding to a media enquiry, we will explain this position as far as reasonable, without compromising trust, confidentiality or legal restrictions.

2. Member protocol

- 2.1 Members are always able to speak freely to the media or public, unless there is a specific legal or constitutional restriction.
- 2.2 Members should always make it clear whether they are providing comment in a personal capacity, on behalf of a political group or on behalf of the Combined Authority.
- 2.3 Publicity on issues that are sensitive or controversial, or where there are arguments for and against the views or policies of the Combined Authority, is unavoidable, particularly when there is a need for the Combined Authority to consult widely. Such publicity should be carefully handled, with issues presented clearly and accurately and in as straightforward a way as possible, without over-simplification.

- 2.4 Publicity should not be, or liable to misrepresentation as being, party political. Whilst it may be appropriate to describe an individual councillor's policies, this should not be done in party political terms, using political slogans, expressly advocating policies of those of a particular political party or directly attacking policies and opinions of other parties, groups or individuals.

3. Member involvement in the media

- 3.1 Quotes, responses and letters to the media will be issued in the name of the West of England Combined Authority Mayor, unless it is about an area for which they do not hold responsibility. The Mayor may also decide, for reasons of policy, role or legal restrictions, to apply the following involvement in addition to or instead of the Mayor:

Role	Proactive / Reactive	Circumstance
Deputy Mayor	Both	Mayor unavailable Mayor delegating or sharing, based on portfolio relevance
Committee Member	Both	Mayor unavailable Mayor delegating or sharing, based on portfolio relevance
Chief Executive or other senior officer	Both	During pre-election period A specific operational matter, when Mayor delegates A time-sensitive matter where Mayor, Deputy Mayor and Committee Members unavailable
Returning Officer	Both	On all electoral matters
Section 73 Officer	Reactive	Financial matters where responsibility sits solely with this role
Monitoring Officer	Reactive	Code of Conduct matters where responsibility sits solely with this role
A specialist officer	Both	During pre-election period A specific and lower-risk operational matter, when delegated by the Mayor, Deputy Mayor, Committee Members, chief executive or other senior officer
LEP Chair	Both	Matter is specific to a formal partnership board. May be shared with Mayor/Deputy Mayor/Board Members

4. Officer protocol

- 4.1 All communications with the media relating to the activities of the Combined Authority should in general be handled by the Combined Authority's head of communications. Individual officers are not permitted to communicate with the media on Combined Authority matters without seeking authorisation from the head of communications. Any enquiries from the media should also in the first instance be referred to the Combined Authority's head of communications.
- 4.2 Ideas for potential positive stories about the Combined Authority should in the first instance be raised and discussed with the head of communications.
- 4.3 Any officer wishing to write material for publication that does not refer to the Combined Authority but does relate to their profession, such as an article in a professional journal or an online blog, should check with the head of communications and their manager before publication. The article should also contain a disclaimer, which states that the views are those of the individual named and not of the Combined Authority.

5. Partnerships

- 5.1 When working in a formal partnership with an external organisation, we will conform to the media protocols of the lead organisation. Where we are required to provide media comment or participate in publicity, we will follow our usual process for determining the most appropriate participant as set out at 3.1.
- 5.2 The Combined Authority shall consult with the relevant Constituent Council(s) on any press releases, statements and media responses which refer to the Constituent Councils (or any one of them, whether directly or indirectly) before release.

6. Elections and pre-election period

- 6.1 From notice of election, the Combined Authority abides by the Central Government Code of Publicity governing media relations. This operates in addition to the normal rules of political neutrality relating to Authority publicity and full guidance is issued to staff at the appropriate time.

7. The Code of Conduct on Local Authority Publicity

- 7.1 In March 2011, the government issued a new Code of Recommended Practice on Local Authority Publicity. This is based on seven principles that require our publicity to be lawful, cost effective, objective, even-handed and appropriate, to show regard

for equality and diversity, and to be issued with care during times of heightened sensitivity.

Code of Corporate Governance

1. What is Corporate Governance?

- 1.1 The West of England Combined Authority has a key role in governing and leading our community. Effective local government relies on public confidence in elected members of West of England Combined Authority and officials. Effective systems of corporate governance underpin the credibility and confidence in public services.
- 1.2 Corporate Governance is a phrase used to describe how organisations direct and control what they do. For local authorities this includes how a West of England Combined Authority relates to the communities that it serves. Good Corporate Governance requires local authorities to carry out their functions in a way that demonstrates accountability, transparency, effectiveness, integrity and exclusivity. It also supports that the business of the West of England Combined Authority is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively.
- 1.3 West of England Combined Authority is committed to being at the forefront of those local authorities that are able to demonstrate that they have the necessary Corporate Governance to excel in the public sector.
- 1.4 This Code is a public statement that sets out the way in which the West of England Combined Authority will meet that commitment.

2. Why do we need a Local Code?

- 2.1 Corporate Governance is important because it is crucial to:
 - a) Providing high-quality public services. Nationally governance weaknesses have led to service failures and, on occasion, to tragedies. High performing organisations, on the other hand, have effective governance arrangements
 - b) Raising public trust. The public's trust is increased when the quality of services that they and their families experience is high, and when organisations are perceived to be open and honest in communicating their performance, and in learning from their mistakes.
- 2.2 The West of England Combined Authority has approved and adopted a code of corporate governance, which is consistent with the principles of the CIPFA/SOLACE Framework 'Delivering Good Governance in Local Government'. The Code is based upon the following six Principles:

- a) Focusing on the West of England Combined Authority's purpose and on outcomes for the community and creating and implementing a vision for the local area
- b) Members and officers working together to achieve a common purpose with clearly defined functions and roles
- c) Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour
- d) Taking informed and transparent decisions which are subject to effective scrutiny and managing risk
- e) Developing the capacity and capability of members and officers to be effective
- f) Engaging with local people and other stakeholders to ensure robust public accountability.

2.3 Our Local Code of Corporate Governance sets out the means by which the West of England Combined Authority will meet and demonstrate our commitment to good corporate governance in relation to these six principles.

3. The Principles of Corporate Governance

Focusing on the West of England Combined Authority's purpose and on outcomes for the community and creating and implementing a vision for the local area

- 3.1 We are committed to an ambitious strategy of achieving the best for our residents and their communities. We demonstrate this by publishing:
 - a) Our Community Strategy
 - b) Our West of England Combined Authority Strategy
 - c) An Annual Performance Report
 - d) Our Improvement Programme
- 3.2 We will regularly review the West of England Combined Authority's vision for the local community and its implications for the West of England Combined Authority's governance arrangements.
- 3.3 Through our Partnership Framework, we will ensure that partnerships are underpinned by a common vision.
- 3.4 The West of England Combined Authority will aim to deliver high quality services that make the best use of resources and are value for money. The West of England Combined Authority will do this by:
 - a) Delivering services to meet the needs of the local community, and put in place processes to ensure that they operate effectively in practice.

- b) Determining local needs and targeting resources accordingly as per the West of England Combined Authority Strategy.
- c) Developing effective relationships and partnerships with other public sector agencies and the private and voluntary sectors
- d) Responding positively to the findings and recommendations of external auditors and statutory inspectors and putting in place arrangements for the implementation of agreed actions.
- e) Developing a value for money strategy and an internal self-assessment to benchmark our services and test value for money.

Members and officers working together to achieve a common purpose with clearly defined functions and roles

- 3.5 The West of England Combined Authority will ensure that the necessary roles and responsibilities for the Governance of the West of England Combined Authority are identified and allocated so that it is clear who is accountable for decisions that are made. The West of England Combined Authority will do this by:
- a) Operating a committee system of governance, where West of England Combined Authority will:
 - (i) Annually appoint Committees which would have powers delegated to them to discharge specific West of England Combined Authority functions, including Regulatory responsibilities
 - (ii) Make safeguarding provision through a pre-set process to refer a decision up to West of England Combined Authority in certain circumstances
 - (iii) Agree a scheme of delegated decision making responsibilities to Directors
 - b) Undertaking an annual review of the operation of the West of England Combined Authority's constitution
 - c) Ensuring Partnership arrangements have clear governance accountabilities
 - d) Having in place effective arrangements for the statutory scrutiny of partners/services

Promoting values for the authority and demonstrating the values of good governance through upholding high standards of conduct and behaviour

- 3.6 The West of England Combined Authority will foster a culture of behaviour based on shared values, ethical principles and good conduct. The West of England Combined Authority will do this by establishing and keeping under review:

- a) The West of England Combined Authority's Guiding Principles
- b) A Members' Code of Conduct
- c) An Employees' Code of Conduct
- d) A Protocol governing member/officer relations
- e) A Members' Planning Code of Good Practice
- f) A Strategy for combating Fraud and Corruption
- g) A Whistle Blowing Policy

Taking informed and transparent decisions which are subject to effective scrutiny and managing risk

3.7 The West of England Combined Authority will ensure that the decision-making process includes a rigorous risk assessment including:

- a) Financial, legal and HR implications
- b) Sustainability and Environmental implications
- c) Equalities and Privacy impact assessment
- d) Risks, mitigations and opportunities

3.8 The West of England Combined Authority will be rigorous and transparent about how decisions are taken and recorded. The West of England Combined Authority will:

- a) Ensure Committees make decisions in an open and transparent way
- b) unless statutory rules say otherwise
- c) Record all decisions that are made by committees and officers.
- d) Have rules and procedures which govern how decisions are made.
- e) Maintain an effective audit and accounts committee

3.9 The West of England Combined Authority will operate a Risk and Opportunity Management Strategy that enables the West of England Combined Authority to manage and control risks in order to maximise the quality of its service provision and uphold its reputation, making a powerful contribution to continuous service improvement and the achievement of best value.

3.10 The West of England Combined Authority will ensure that the risk management system:

- a) Formally identifies and manages risks;
- b) Involves elected members in the risk management process;
- c) Includes a risk assessment of every decision
- d) Maps risks to financial and other key internal controls;
- e) Incorporates business continuity planning; and

- f) Reviews and, if necessary, updates its risk management processes at least annually.

Developing the capacity and capability of members and officers to be effective

- 3.11 The West of England Combined Authority will ensure that those charged with the governance of the West of England Combined Authority have the skills, knowledge and experience they need to perform well. The West of England Combined Authority will do this by:
 - a) Implementing a Member Development Strategy
 - b) Developing leadership skills and capacity across the West of England Combined Authority
 - c) Developing our approach to workforce planning
 - d) Encouraging quality mark accreditation
 - e) Maintaining and developing our Personal Development and Performance
 - f) review systems
 - g) Cascading regular information to members and staff

Engaging with local people and other stakeholders to ensure robust public accountability.

- 3.12 The West of England Combined Authority is committed to increasing public involvement in decision making and devolving power to individuals and local organisations. We will seek and respond to the views of stakeholders and the community. The West of England Combined Authority will do this by:
 - a) Forming and maintaining relationships with the leaders of other organisations
 - b) Publishing a Forward Schedule of Key Decisions
 - c) Having a policy on consultation and providing access to a range of consultation methods
 - d) Using a range of methods to ensure residents have the opportunity to give their views on West of England Combined Authority services and Performance
 - e) Encouraging and supporting the public to get involved in local review and decision making, in line with its Localism Framework
 - f) Maintain and review an effective complaints procedure

4. Monitoring and Review

- 4.1 Good Corporate Governance requires the active participation of members and employees across the authority. In order to ensure that our Code is effectively put into practice we will implement the following monitoring and review procedures.

- 4.2 **In maintaining Corporate Governance the Combined Authority will ensure:**

- a) Development, implementation and continuous improvement of the West of England Combined Authority's corporate governance culture and supporting process framework
 - b) Preparation, adoption and maintenance of an up-to-date local code of corporate governance, including arrangements for ensuring its implementation and ongoing application
 - c) Development, implementation and continuous improvement of the West of England Combined Authority's risk management arrangements
 - d) Co-ordination and review of the West of England Combined Authority's Annual Governance Statement
 - e) Promotion and celebration of best practice in corporate governance throughout the West of England Combined Authority
- 4.3 The West of England Combined Authority Audit Committee is responsible for monitoring and reviewing the West of England Combined Authority's Corporate Governance arrangements.
- 4.4 The Audit Committee is responsible for the West of England Combined Authority's arrangements relating to:
- i. reviewing and scrutinising the authority's financial affairs;
 - ii. reviewing and assessing the authority's risk management, internal control and corporate governance arrangements;
 - iii. reviewing and assessing the economy, efficiency and effectiveness with which resources have been used in discharging the authority's functions; and
 - iv. making reports and recommendations to the combined authority in relation to the reviews they have conducted.
- 4.5 The West of England Combined Authority has responsibility for providing an overview of the implementation of member and officer codes and protocols relating to probity and conduct.
- 4.6 Through this Committee the West of England Combined Authority will ensure that these arrangements are kept under continual review by:
- a) The work of Internal Audit
 - b) Reports prepared by managers with responsibility for aspects of this Code
 - c) External Audit opinion
 - d) Other review agencies and Inspectorates
 - e) Opinion from the West of England Combined Authority's Statutory Officers

The Annual Governance Statement

- 4.7 Each year the West of England Combined Authority will publish an Annual Governance Statement. This will provide an overall assessment of the West of England Combined Authority's Corporate Governance arrangements and an appraisal of the key controls in place to manage the West of England Combined Authority's principal governance risks. The Statement will also provide details of where improvements need to be made.
- 4.8 The Annual Governance Statement will be reviewed by the Audit and Accounts Committee and approved by the Policy and Resources Committee, for signing by its Chair and the Chief Executive.
- 4.9 The Statement will be published with the West of England Combined Authority's Annual Statement of Accounts and will be audited by our External Auditors.

Code of Conduct for Employees

West of England Combined Authority

Code of Conduct for Employees

West of England Combined Authority's Code of Conduct sets out the professional standards required of all employees

Code of Conduct

West of England Combined Authority's Code of Conduct for Employees sets out the obligations and professional standards of conduct required of all employees, including agency and contract workers.

The Code complies with employment legislation, the West of England Combined Authority's Constitution and the Local Government Act 1972.

The public is entitled to expect the highest standards of conduct from all employees. In performing their duties, employees must act with integrity, honesty, impartiality and objectivity.

Activities carried out by employees acting as members of companies, voluntary organisations or other bodies are required to adhere to this code when acting in this capacity.

This code of conduct forms part of the West of England Combined Authority employee's contract of employment. Failure to comply with any of the provisions included in this Code may result in disciplinary action being taken under the Disciplinary policy, or legal action if necessary.

1. Standards

Employees are required to:

- 1.1 provide the highest possible standard of service and provide appropriate, impartial advice.
- 1.2 to serve the whole of West of England Combined Authority.
- 1.3 act in accordance with the obligations set out in this code, recognising the duty of all public sector employees to carry out public functions reasonably, efficiently and according to the law.
- 1.4 be courteous, efficient and impartial at all times when carrying out your work.
- 1.5 report any misconduct or poor standards including safeguarding issues using the appropriate West of England Combined Authority procedure as necessary.

1.6 any breach of this code, your statutory responsibilities, professional conduct, policies or procedures, may be treated as a conduct issue which could result in action or in more serious cases, dismissal for Gross Misconduct. Any disciplinary action will be taken in accordance with appropriate policy.

1.7 The Combined Authority endorses the seven principles of public life defined by the Committee on Standards in Public Life. These principles apply to all employees. The principles are:

1. Selflessness. Holders of public office must take decisions solely in terms of the public interest. They must not do so in order to gain financial or other material benefits for themselves, their family, or their friends
2. Integrity. Holders of public office must not place themselves under any financial or other obligation to outside individuals or organisations that might influence them in the performance of their official duties. Including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office must make choices on merit.
3. Objectivity. In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.
4. Accountability. Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.
5. Openness. Holders of public office must be as open as possible about all the decisions and actions that they take. They must give reasons for their decisions and restrict information only when the wider public interest clearly demands.
6. Honesty. Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.
7. Leadership. Holders of public office must promote and support these principles by leadership and example.

1.8 Health and Safety

Employees have a duty of care as prescribed in the Combined Authority Health and Safety policy, and employees must not act wilfully or intentionally in a manner liable to place the public, colleagues or yourself at risk.

Employees must display their identity card at all times on Combined Authority premises.

2. Equality

- 2.1. Every employee must comply with relevant legislation, namely the Equality Act 2010 and Human Rights Act 1998, Data Protection Act 1998 & 2003 and Freedom of Information Act 2000. All individuals and organisations have a right to be treated with fairness and equity and for their personal information to be managed appropriately at all times.
- 2.2. The Combined Authority will not tolerate discriminatory behaviour, including harassment, which will be dealt with using the Disciplinary policy and may lead to criminal proceedings.

3. Political Neutrality

- 3.1. Employees serve the whole of the West of England Combined Authority. We work with all members of West of England Combined Authority from all political groups and may be required to advise them in ways which do not compromise political neutrality.
- 3.2. Employees must not:
 - 3.2.1. use their position for political gain either as an individual or for any political group.
 - 3.2.2. allow their own personal or political opinions to interfere with their work.
- 3.3. If you hold a politically restricted post, you must ensure you comply with the responsibilities/duties and statutory restrictions applicable to your post.
- 3.4. All employees must follow the West of England Combined Authority's policies and procedures.
- 3.5. Political Assistants appointed on a limited term contract in accordance with the Local Government and Housing Act 1989 are exempt from the standards set in paragraphs 3.1 – 3.2.

4. Disclosure of Information

- 4.1. The West of England Combined Authority encourages a culture of openness and transparency. The law requires that certain information must be made available to

members of West of England Combined Authority, auditors, government departments, service users and the public. Certain information may be confidential or sensitive and therefore not appropriate to be made public. You should make yourself aware of what information the West of England Combined Authority is open about and what it is not open about and follow the appropriate procedures when disclosing information.

- 4.2. All employees have a duty of confidentiality to the West of England Combined Authority and must act as required in accordance with 4.1 above to maintain confidentiality.
- 4.3. You must not use any information obtained in the course of your employment for personal gain or benefit, nor should you pass it on to others who might use it in such a way.
- 4.4. All employees are under a duty to comply with the Data Protection Act 2018, the General Data Protection Regulations (GDPR) and the Freedom of Information Act 2000 (FOI).
- 4.5. All employees are required to undertake compulsory Data Protection training as required by the West of England Combined Authority's Senior Information Risk Owner (SIRO).
- 4.6. Employees should consult their manager or seek legal advice if there is any uncertainty regarding any type of information for which disclosure is sought.
- 4.7. Breach of the Data Protection Act 2018 may result in criminal proceedings and may result in disciplinary action which could include dismissal.
- 4.8. The Combined Authority expects that the recording of a meeting or conversation during the course of employment will take place only with the consent of all those present. Where a request is made to make a recording, it will be considered on a case-by-case basis taking into account relevant considerations, for example where the recording of a meeting may be a reasonable adjustment related to an employee's disability. The Combined Authority will reserve the right to request a copy of the recording. The Combined Authority does not permit covert recording under any circumstances. Any such recording will be considered to be a disciplinary matter.

5. Relationships with members of West of England Combined Authority

- 5.1. Mutual respect between employees and members of West of England Combined Authority is essential to good local government. Any personal relationship between employees and a member of West of England Combined Authority should be conducted in a professional manner at all times.
- 5.2. All relationships with members of West of England Combined Authority must be made known to your line manager e.g. where a relative or close personal friend becomes a member of West of England Combined Authority.
- 5.3. The declaration must be made using the form attached as appendix 1 and submitted to the Head of Paid Service.

6. Commitments Outside of Work and Conflicts of Interest

- 6.1. Some employees have conditions of service which require them to obtain the written consent of the West of England Combined Authority to take any additional employment outside of the West of England Combined Authority. All employees should be clear about their contractual obligations and should not take any additional employment, or take up any position in an organisation, which conflicts with the West of England Combined Authority's interests or their role in the West of England Combined Authority.
- 6.2. It is the employee's responsibility to raise any potential conflicts with their manager when undertaking work outside of their normal position (voluntary or paid).
- 6.3. Employees are not permitted to use any West of England Combined Authority material or information for personal gain when undertaking work (either paid or voluntary) outside of their job.
- 6.4. Employee's working time should not exceed an average of 48 hours per week, taking into account secondary employment. Employees graded up to and including spinal column point 22 (or equivalent basic pay pro rata) must notify their manager of any secondary employment undertaken.
- 6.5. Employees graded above spinal column 22 (or equivalent basic pay pro rata) and all officers, under JNC Conditions of Service must obtain the express consent of the Chief Executive Officer prior to engaging in any other business or taking up any secondary employment. Employees must subsequently keep their Chief Executive Officer advised of any changes to their secondary employment.

- 6.6 Employees may also be required to disclose total working hours, to enable the Combined Authority to monitor hours worked to comply with the Working Time Regulations.
- 6.7 Employees giving lectures/advice for other organisations, using own professional skills and expertise gained through work at the Combined Authority, if the work forms part of the duties of the post, employees are regarded as carrying out an official duty and must forward the fees to the Combined Authority.
- 6.8 If the lecture/advice work does not form part of the standard duties of the role, employees may retain the 'fees' provided the preparation and the lecture/advice is undertaken in employee's own time and are not acting as a representative of the Combined Authority. Employees must not use the Combined Authority equipment and/or materials.

7. Personal and Financial Interests

- 7.1. Members of West of England Combined Authority are subject to a Code of Conduct which requires them to declare personal, financial and non-financial interests and to refrain from participating in any decisions which relate to those interests. Like members of West of England Combined Authority, all employees are required to undertake all of their responsibilities impartially and free from influence.
- 7.2. Employees must notify their manager, in writing, and declare any financial or non-financial interests they consider could conflict with the West of England Combined Authority's interests.
- 7.3. Where an employee's duties require them to deal with matters concerning outside organisations, bodies or individuals and where an employee is personally and/or directly or indirectly involved, e.g. they have a close personal relationship with an individual involved in one of these organisations or bodies, the employee must notify their manager, in writing, of the relationship.
- 7.4. You must complete appendix 1 providing information about the nature of the relationship and provide this to your line manager who will determine in writing whether as a result of the relationship you can continue to undertake the specific work and/or place restrictions on your role.

- 7.5. Failure to disclose a relevant personal or financial interest or a failure to comply with the manager's decision following disclosure could jeopardise decisions made and could result in disciplinary action.
- 7.6. Any employee appointed or nominated by the West of England Combined Authority to serve on an external body is required to advise the Head of Paid Service, in writing, (Appendix 1) detailing the nature and capacity of their appointment, and should seek advice from the Monitoring Officer to ensure no conflicts of interest arise.

8. Use of Financial Resources

- 8.1. Employees must ensure that all public funds are used in a responsible and lawful manner and in accordance with the West of England Combined Authority's financial standing orders. They should strive to ensure value for money and avoid any legal challenge to the West of England Combined Authority.
- 8.2. Any financial irregularities must be reported to the relevant Chief Financial Officer.

9. Contracts and Contractors

- 9.1. Relationships and awards of contracts.
 - 9.1.1. Orders and contracts must be awarded strictly in accordance with the requirements of the West of England Combined Authority's financial standing orders and procurement process. Orders and contracts must always be awarded on merit, by fair competition against other tenders and no preferential treatment should be shown to businesses run by, for example, friends, partners or relatives in the tender process or towards organisations/bodies with whom the employee is involved.
 - 9.1.2. An employee must make all appropriate declarations in accordance with Section 7 above: Personal and financial interests.
- 9.2. Contractors and separation of roles during tendering.
 - 9.2.1. Employees involved in a tender process must ensure there is a separation of client and contractor roles within the West of England Combined Authority and no conflict of interests. Senior employees who have both

client and contractor responsibility must ensure there is accountability and openness.

9.2.2. Employees who are aware of confidential information on tenders or costs for either internal or external contractors must not disclose that information to any party or organisation.

9.2.3. Employees must ensure that no favour is shown to current or recent former employees, partners, close relatives or associates when awarding contracts.

10. Appointments, Employment and IT Matters

10.1. Employees involved in the recruitment selection process must ensure appointments are made on the basis of merit.

10.2. Employees should not be involved in the recruitment process, decisions related to disciplinary procedures, promotion or pay adjustments where they are related to an applicant/employee, or have a close personal relationship with them.

10.3. Employee's must notify their line manager of any statutory illegality, that may affect their ability to carry out the duties of their post e.g. drivers who lose their driving license.

10.4. All employees must ensure that they comply with the Combined Authority Social Media policy and policies relating to IT, IT security and the handling of sensitive information, including:-

- (i) security requirements regarding mobile IT devices, e.g. laptops, mobile and landline phones, tablets, internet, etc.
- (ii) not disclosing passwords.
- (iii) not compromising the West of England Combined Authority's IT service with regard to phishing emails.
- (iv) accessing illegal and inappropriate websites.
- (v) IT Security Policy.

11. Professional Misconduct

- 11.1 Employees who are required as part of their employment to be members of a professional body must comply with the code of conduct and regulations of the applicable governing body.
- 11.2. Any breach of a professional code of conduct, may result in a referral to their professional body.
- 11.3 Employees are required to notify their professional body of any allegation or formal outcome in accordance with their professional body terms.
- 11.4 Employees are required to notify the Combined Authority if they have been referred to any professional body by an internal or external person or organisation other than the Combined Authority.

12. Alcohol and substance misuse

- 12.1 Employees are responsible for delivering a high-quality service, which depends upon timely attendance and effective performance at work. This may be compromised if alcohol or substances have been misused.
- 12.2 Absences that are due to Alcohol or drug abuse will be managed in line with the Combined Authority Supporting Attendance policy.

13. Court/Tribunal Proceedings

- 13.1. All employees must adhere to the West of England Combined Authority's time off work policy with regard to attending court/tribunal proceedings that are unconnected to their role.
- 13.2. If an employee issues proceedings against the West of England Combined Authority in any capacity, the following applies:
 - 13.2.1. any preparation must be done within the employees own time.
 - 13.2.2. West of England Combined Authority property/equipment must not be used to prepare an employee's case.

- 13.2.3. any time off to attend any proceedings/hearing must be taken within the employees own time, using annual or flexi leave. If unpaid leave is required this must be approved by your Manager.

14. Gifts, Hospitality and Sponsorship

- 14.1. Employees should only accept hospitality and/or offers to pay travel & accommodation costs where there is a genuine need or in situations where the West of England Combined Authority should be represented. Further guidance can be found in the Financial Regulations: Section 20 within the Constitution.
- 14.2. All offers of hospitality and/or travel/accommodation costs must be authorised by the employee's line manager and recorded in the Gifts and Hospitality Register. Employees should complete Appendix 2, providing information about the offered hospitality and/or costs, and the reasons why acceptance is recommended.
- 14.3. When receiving authorised hospitality, employees should be sensitive to its timing in relation to any decisions the West of England Combined Authority may be taking which could affect those providing the hospitality.
- 14.4. Acceptance by employees of hospitality through attendance at relevant conferences and courses is acceptable, where it is clear the hospitality is corporate rather than personal, where the West of England Combined Authority gives consent in advance and where the West of England Combined Authority is satisfied that any purchasing decisions are not compromised. Where visits to inspect equipment etc, are required, employees should ensure the West of England Combined Authority meets the cost of such visits to avoid jeopardising the integrity of subsequent decisions.
- 14.5. Employees should not accept significant personal gifts (i.e. with a value over £25) from contractors, suppliers or other organisations. These should be politely returned with a suitable official letter and details recorded in the Gifts and Hospitality Register.
- 14.6. Gifts with a value of less than £25 or items for business use, e.g. diaries, calendars and pens; may be accepted but must be declared by the recipient and recorded in the Gifts and Hospitality Register.
- 14.7. Employees should complete Appendix 2, providing information about all gifts offered and whether the gift has been accepted or returned.

- 14.8. If an external organisation is seeking to sponsor a West of England Combined Authority activity, the basic conventions concerning acceptance of gifts or hospitality apply.
- 14.9. Where the Combined Authority sponsors an event or service, employees (and any partner, spouse or relative associated with the employee) must not benefit from the sponsorship. Employees must seek guidance from the Chief Executive Officer in situations where there will be employee involvement with an event or service which the Combined Authority proposes to sponsor.

15. Inventions, Patents and Intellectual Rights

- 15.1. 'Intellectual Property' is a generic legal term, which refers to the rights and obligations in relation to: inventions, patents, creative writings and drawings (including policy, training and technical documents and materials).

The intellectual rights and creation of an idea will become the property of the West of England Combined Authority provided that:

- 15.1.1. it has been made in the course of the employee's normal duties; or.
 - 15.1.2. where invention might be reasonably expected within the employee's specified duties; or.
 - 15.1.3. where a special obligation to further the interests of the West of England Combined Authority was in the course of the employees duties.
- 15.2. Normal duties are those described or inferred in the role profile or job descriptions, as well as any notified temporary changes to duties.

16. Bribery and Corruption.

- 16.1. Employees must be aware that it is a serious criminal offence for them to corruptly receive or gift any gift, loan, fee, reward, or advantage for doing or not doing, anything or showing favour, or disfavour, to any person or body in their official capacity.
- 16.2. The acceptance of, or giving of a gift to obtain financial or other advantage, is a criminal offence, as is a threat or retaliation against someone refusing to commit a bribery offence (Bribery Act 2010). The prevention, detection and reporting of bribery is the responsibility of all those working for the Combined Authority or under

its control. All workers are required to avoid any activity that might lead to, or suggest, a breach of the Bribery Act 2010

17. Public relations and talking to the media.

- 17.1. The West of England Combined Authority's communications team coordinate and manage all media relations including co-ordinating interviews, producing news releases, statements and lines to take.
- 17.2. If you are directly approached by a member of the media you must not attempt to answer questions yourself; instead you should immediately refer the journalist to the communications team who will manage the response. More information can be found in the West of England Combined Authority's media protocol.

18. Use of the West of England Combined Authority Facilities and Systems

- 18.1 The Combined Authority's property and facilities, including communication systems, are provided for official Combined Authority business. All Combined Authority owned portable equipment and devices must be returned on leaving the Combined Authority employment and any Combined Authority owned or supplied data must be deleted. Access to systems used for Combined Authority purposes must be terminated permanently.
- 18.2 Employees are often provided with equipment to use for work. Telephones, photocopiers, computers and faxes are available for private use, with authorisation from the Chief Executive Officer. Personal use of other Combined Authority equipment, for any purpose, is not permitted. Where equipment owned by the Combined Authority is no longer required, you may be permitted to acquire them for private use, with the authorisation of your manager. Depending on the circumstances and the value of the items, you may be required to make a financial contribution to the Combined Authority, in line with guidance from the Finance team.
- 18.3 As a member of the public, if you wish to access property, facilities, services or equipment, which is normally provided by the Combined Authority on a commercial basis, you must not gain advantage due to your employment with the Combined Authority. Where there may be a perception of potential conflict, you must advise

your manager you propose to use Combined Authority property, facilities, equipment or services; your manager will guide you and take appropriate action.

- 18.4 The Combined Authority has the right to access and monitor communication systems provided to you, and will monitor usage of its communication systems e.g. telephone, email and Internet access, to ensure their proper use and will run reports detailing usage levels of staff.
- 18.5 Telephones or other mobile devices provided by the Combined Authority should be used for business purposes only, with personal usage taking place outside of working hours on permitted devices and line management agreement.
- 18.6 Email and the Internet are available for work use and provisions apply as part of agile working. Employee's should handle data in line with the Combined Authority's guidelines on managing information and in line with the Data Protection Act 2018 and the General Data Protection Regulations (GDPR)
- 18.7 Employees are required to adhere to the Combined Authority Social Media Policy relation to expected conduct on social networking websites, personal websites and blogs.

Responsibilities

Manager	Ensure that they are familiar with and comply with the Code of Conduct and ensure employees comply with the Code of Conduct and deal with any non-compliance promptly and effectively.
Employee	Comply with the Code of Conduct and report any non-compliance to their manager promptly
HR	Provide support and advice to managers as required. Review the Code of Conduct annually
Legal.	Provide support and advice to managers as required.
The Monitoring Officer	To undertake statutory duties in relation to unlawful acts or omissions.

Appendix 1.- Register of Interests Declaration Form

Employee Code of Conduct Register of Interests Declaration Form

All staff, including agency and contract workers, are required to complete the following declaration form, declaring as appropriate any information or activity in accordance with the requirements contained in the West of England Combined Authority's Code of Conduct for Employees.

Name:	
Job Title:	
Department:	
Division:	Line Manager :

Nature and details of Declaration	Employee Declaration <i>If you do not have anything to declare, please write "None"</i>
Relationship with members of West of England Combined Authority. E.g. A relative or close personal friend who is a Member or officer at WECA.	Please provide relevant details.
Outside Commitments / Conflict of Interest E.g. Voluntary or paid work or activity outside of normal position that conflicts with WECA interests.	Please provide details of the organisation and your role/activity within that organisation.
Register of Financial and Non-Financial Interests that could conflict with WECA's interests. E.g Close personal relationship with an individual involved in an organisation or body that your duties at WECA require you to deal with; or who has a business involved in a tender process. Any interest in land/property affected by a WECA decision.	Please provide relevant details.

All declarations above should be made in accordance with the WECA Code of Conduct for Employees. Please refer to the [Code of Conduct for Employees](#). If you have a positive declaration in any of above declarations, please pass the completed form to your line manager.

In addition to the above declarations, employees are required to sign the declaration below relating to the WECA Code of Conduct policy:

I confirm that I have read the WECA Code of Conduct Policy and accept the conditions set out within the policy	Date	Signed
--	------	--------

Managers comments/ instructions to employee

Manager signature:

Date:

Approval of Head of Paid Service

Print name:

Signature:

Date:

On completion of this form it must be submitted to the Monitoring Officer

Guidance for managers

1. The declaration should be acknowledged by management in writing.
2. Where guidance has been issued to the employee, it should be confirmed in writing within 14 days of the declaration being made.
3. A copy of the approved declaration form and any associated guidance should be retained in departmental records; which should be held for each category of declaration.

Guidance for employees

1. Declarations should be made on starting work for WECA and thereafter when they arise.
2. A copy of the approved declaration form should be retained by the employee for record purposes, in the event of a challenge at a later date.
3. You should not be involved in any negotiations or place contracts with third parties with whom you have declared an interest unless specifically instructed by your manager in writing.

Appendix 2.- Gifts and Hospitality Declaration Form

Employee Code of Conduct Gifts and Hospitality Declaration Form

In accordance with the requirements contained in the West of England Combined Authority's Code of Conduct for Employees, all staff, including agency and contract workers, are required to complete the following declaration form, either:

- To requesting authorisation for acceptance of an offer of Hospitality; travel and/or accommodation
- To declare as appropriate any gifts offered or sponsorship received

Name:	
Job Title:	
Department:	
Division:	Line Manager :

Request for Authorisation to accept offer of Hospitality; travel and/or accommodation	
Details of the offer of hospitality; travel and/or accommodation.	
Details of the business need for acceptance or why WECA should be represented	
Line Manager Signature Date	I authorise/do not authorise acceptance of
<u>On completion of this section, the form must be submitted to the Monitoring Officer</u>	

Nature and details of Declaration	
Details of gift received	<p>The gift has been accepted</p> <p>The gift has been returned</p> <p>Employee signature</p> <p>Date</p>
Details of Sponsorship received	<p>Employee signature</p> <p>Date</p>
<u>On completion of this section, the form must be submitted to the Monitoring Officer</u>	

All declarations above should be made in accordance with the WECA Code of Conduct for Employees. Please refer to

- the [Code of Conduct for Employees](#).
- WECA Constitution: Financial Regulations - Section 20

Guidance for employees

1. Declarations should be made when they arise.
2. A copy of the approved declaration form should be retained by the employee for record purposes, in the event of a challenge at a later date.

Pay Policy Statement 2019 -20

Introduction

The West of England Combined Authority is made up of three of the local authorities in the region – Bath & North East Somerset, Bristol and South Gloucestershire.

Working with our partners including the West of England Local Enterprise Partnership, North Somerset Council and other local service providers, our aim is to deliver economic growth for the region and address challenges including economic investment, skills development, housing and transport.

1. Purpose and scope

- 1.1 The purpose of the statement is to provide a clear and transparent policy to the public, which demonstrates accountability and value for money.
- 1.2 The policy statement will meet the Authority's obligations under the Localism Act 2011 [Section 38 (1)] and the associated statutory guidance set out in the Openness and Accountability in Local Pay: Guidance and Supplementary Guidance under section 40 of the Localism Act (February 2012 & 2013) together with the Local Government Transparency Code 2015 (February 2015)) from the Department for Communities and Local Government.
- 1.3 It will articulate the Authority's policies towards a range of issues relating to the pay (including severance pay) of its direct workforce its Chief Officers, as defined by the Local Government and Housing Act 1989 and all other employees (in accordance with provisions in the Localism Act). The policy will be reviewed, at least annually, to reflect any statutory changes (particularly in relation to public sector severance payments), anticipated in the coming the year.
- 1.4 The Authority's pay arrangements will reflect the need to recruit, retain and motivate skilled employees to ensure high levels of performance balanced with accountability on the public purse. The policy will be underpinned by principles of fairness and equality and will need to recognise the flexibility which is essential in delivering a range of services.
- 1.5 The statement will be reviewed annually in advance of the financial year to which it relates. It's approval and any subsequent amendments will be considered at a meeting of the Combined Authority. The statement will be published on the Authority's public website

2. Definitions

For the purposes of this Pay Policy Statement the following definitions apply:

- 2.1 **'Pay'** in addition to base salary includes charges, fees, allowances, benefits in kind, increases in/enhancement to pension entitlements and termination payments where applicable.
'Chief Officers' refers to the Chief Executive, as 'Head of Paid Service' and posts reporting to that postholder, excluding administrative support functions
'Lowest paid employee' refers to those employees in substantive full-time employment at the lowest scale point of the Authority's pay scale

3. General principles & practice

- 3.1 The West of England Combined Authority's employment practice will be governed generally by the relevant national and European legislation and, where relevant, specific local government legislation and regulation.
- 3.2 **Principles:** The Authority values all its employees and aims to apply a consistent and fair approach to pay and benefits, in line with the following principles:
- ✓ To work within financial constraints using those limited funds in the most effective way to support the Authority in the provision of quality cost effective services.
 - ✓ To take account of affordability in the introduction and maintenance of any changes to pay structure.
 - ✓ To support a flexible approach to the acceptance of changes to tasks, duties and responsibilities by employees and allow for flexibility between posts.
 - ✓ To be mindful of the market in making decisions about pay and benefits enabling the Authority to attract and retain its employees and to respond to situations where market forces dictate the necessity to apply supplements to established salaries.
 - ✓ To actively work towards reducing any unjustified gender pay gaps and promote an equal pay agenda ensuring that transparent and accessible pay and job evaluation systems, processes and systems meet legislative requirements.
 - ✓ To be clear about the recognition and reward of performance, whether at whole organisation, service, team or individual level.
 - ✓ To manage pay and benefits processes appropriate to service delivery in a fair and consistent way, and in line with a commitment to remaining within the framework of the relevant national pay and conditions agreements.
 - ✓ To aim to retain a core set of benefits for all employees.
- 3.3 **Practice:** Basic pay is determined through:
- The job role and its accountability in the overall context of the Authority's services and responsibilities using a job evaluation process based on objective criteria and free from discriminatory bias.
 - The terms of the relevant national agreements on pay and conditions of service.
 - A comprehensive pay and grading structure, that must be affordable and offer recruitment and retention incentive.
 - The outcome of reviews into the local pay and grading structures are determined within the terms of this policy and the Authority's governance arrangements.
- 3.4 **Equal pay:** The Authority is committed to the principle of equal pay for all posts of the same size and value. To put its commitment to equal pay into practice, it:
- Regularly reviews its pay grade and rates for all current staff and starting pay for new staff in line with Equality and Human Rights Commission guidance to ensure a robust and consistent approach.
 - Adopts an independent and consistent job evaluation approach
 - Provides training and guidance for managers and supervisory staff involved in decisions about pay and benefits.
 - Regularly monitors pay and grading data and statistics and will publish pay equality data as statutorily required

4. Senior pay

- 4.1 The remuneration of the Chief Executive and other senior management appointments in the Authority is undertaken by external analysts using the Hay Job Evaluation process. Levels of pay have been market-related by being compared to a national data base maintained by the Hay Group of similar posts in a wide range of public and not for profit sector organisations and recognising regional influences. The pay structure for Chief Officers takes account of clearly defined 'statutory responsibilities'. Three pay bands will be available for the most senior officers, as set out below:

BAND	MIN/MID/ MAX POINTS	Composition, Terms & Conditions
CHIEF EXECUTIVE/ HEAD OF PAID SERVICE & other senior management appointments*		
Band 1	Fixed/Spot	<ul style="list-style-type: none"> - A fixed salary within the range £135,000 to £155,000 pa taking account of current public sector market median data provided by the independent analysts with recognition of regional influences and the Authority's general starting salary policy. - No variable element within the remuneration package e.g. bonuses, charges, fees or allowances, benefits in kind - Salary subject to annual review to take account of factors such as performance, capability, JNC national pay settlements. - Other conditions of service are those determined nationally by the JNC specifically for these appointments or, as locally determined for all other staff.
Band 2	Fixed/Spot	<ul style="list-style-type: none"> - A fixed salary within the range £110,000 to £125,000 pa taking account of current public sector market median data provided by the independent analysts with recognition of regional influences and the Authority's general starting salary policy. - No variable element within the remuneration package e.g. bonuses, charges, fees or allowances, benefits in kind - Salary subject to annual review to take account of factors such as performance, capability, JNC national pay settlements. - Other conditions of service are those determined nationally by the JNC specifically for these appointments or, as locally determined for all other staff.
Band 3	Fixed/Spot	<ul style="list-style-type: none"> - A fixed salary within the range £90,000 to £99,000 pa taking account of current public sector market median data provided by the independent analysts with recognition of regional influences and the Authority's general starting salary policy. - No variable element within the remuneration package e.g. bonuses, charges, fees or allowances, benefits in kind - Salary subject to annual review to take account of factors such as performance, capability, JNC national pay settlements. - Other conditions of service are those determined nationally by the JNC specifically for these appointments or, as locally determined for all other staff.

- 4.2 The Authority has adopted a pay range to allow flexibility in candidate attraction. Individual appointments will be made on a 'fixed or spot salary'. Pay increments with time served progression are not appropriate. Placement within the range will reflect factors such as capability, experience, previous salary history, and marketability.
- 4.3 Senior staff will not be differentiated from other members of staff in terms of remuneration on resignation or termination.
- 4.4 If proposed severance packages are likely to in exceed £99,999 (this threshold includes [but is not limited to] any proposals in respect of salary to be paid in lieu, redundancy compensation, pension entitlements and holiday pay as appropriate) these will be considered in accordance with agreed Authority governance arrangements. This provision will be reviewed to comply with any legislative changes made during the year.
- 4.5 The Authority's threshold level for disclosure of senior staff salaries will be at the minimum point of the senior civil service pay scale and above as at 31 March of any given year to which this policy applies.

5. Pay of the lowest-paid employees

- 5.1 The Authority has resolved that no employee will be paid less than the Living Wage, which is set by the Living Wage Foundation. The Authority has adopted this definition because it has decided that none of its employees should be paid less than the UK Living Wage.
- 5.2 For 2019/20, the UK Living Wage is £9.00 per hour, which equates to a minimum annual salary of £17,364 (based on a full-time week of 37 hours).
- 5.3 Apprentices and interns are normally exempt from the provisions of the Living Wage.

6. Relationship between senior pay and the 'lowest paid Authority employee'

- 6.1 The Authority is committed to ensuring the ratio between the highest and lowest paid employee is never greater than 10:1.
- 6.3 The ratio of the highest paid employee to the lowest is currently 7.2 : 1. At present, the highest paid employee is the Chief Executive Officer

7. Pay Bands

- 7.1 The Authority adopted in 2017 the job-evaluated pay structure used by Bath and North East Somerset Council for all staff below Chief Officer and Head of Service level. While it may be necessary in the future for the Authority to develop its own pay and grading scheme, this position takes account of the fact that there is a clear job evaluation scheme in place which has been fully approved by the Unions and is in line with National Joint Council (NJC) provisions. Since 2017, the Authority has increased salaries on this scale in accordance with the nationally agreed NJC pay awards.
- 7.2 For staff at Head of Service level, whose salary range sits above the Bath and North East Somerset Council pay scale maximum but below Chief Officer, three pay ranges have been adopted (Head of Service Level 1 to Head of Service Level 3). These have been developed with support from an independent external consultancy, with clear reference to evaluated market benchmarking. These Head of Service levels range from broadly £60,000 to £80,000 per annum depending on the level of complexity and responsibility of the job, and the pay of similar roles in similar employers within the market.

8. Pensions

- 8.1 Subject to the provisions of the relevant scheme, all directly employed staff will be enrolled into the Local Government Pension Scheme, a statutory contributory scheme. They may choose to opt out of membership.
- 8.2 The Authority has developed a policy for flexible retirement.

9. Use of consultants, contractors and temporary 'agency' staff.

- 9.1 Ordinarily staff will be engaged directly by the Authority as employees but on an exceptional basis, if circumstances deem it necessary, people may be engaged under 'contracts for services' as consultants or contractors or on an 'agency basis'. When this situation arises, the Authority will give detailed prior consideration to the benefit of doing so and that the overriding need to ensure value for money is achieved. Such arrangements must be in accordance with the Authority's Codes of Practice and Financial Regulations.
- 9.2 The Authority has a contract in place with a "Managed Service Provider" for the provision of Agency workers, to ensure that they are always engaged in a consistent and cost effective manner.

10. Publication

- 10.1 The Authority's approach to the publication of and access to information on the remuneration of Chief Officers is to include it on its public website as part of its requirements within the Accounts and Audit (England) Regulations 2011 and in accordance with the Code of Recommended Practice for Local Authorities on Data Transparency. A copy of the Pay Policy Statement will be published on the Authority's website.

Further information

For further information on the pay policy please contact the Authority as follows:

Email: info@westofengland-ca.gov.uk

Telephone: 0117 428 6210



WEST OF ENGLAND COMBINED AUTHORITY COMMITTEE

19 JULY 2019

REPORT SUMMARY SHEET

COMBINED AUTHORITY AND MAYORAL BUDGET OUTTURN – APRIL - MAY 2019

Purpose

To present the forecast revenue and capital financial outturn budget monitoring information for the Combined Authority and the Mayoral budget for the financial year 2019/20 based on actual data for the period April 2019 to May 2019.

Summary

This report includes the following key information:

- Financial Regulations require that the committee considers the revenue and capital monitoring position at regular intervals.
- Appendix 1 sets out the Mayoral Fund's forecast outturn revenue position for the 2019/20 financial year, which, overall, is £1,231k higher than the original budget, largely due to slippage on grant funded feasibility projects. As this slippage is funded by grants also brought forward, the net position remains balanced.
- Appendix 2 sets out the Combined Authority's estimated outturn revenue position for the 2019/20 financial year, which, overall, is £2,968k higher than the original budget, albeit the net position remains balanced as the spend is fully funded from income and reserves.
- Appendix 3 outlines the current capital budget forecast for the 2019/20 financial year.

Recommendations

Members of the Combined Authority Committee are asked to:

- a) Note the Mayoral Fund and WECA revenue and capital budget outturn forecasts as set out in Appendices 1,2 and 3
- b) Approve the creation of an earmarked reserve of £250k, funded through surplus interest on balances, to fund the appointment of three Programme Management Office staff.
- c) Approve the transfer of additional Pothole Action Funding of £662k to the three constituent authorities.

d) Delegate authority to the WECA S151 Officer to make all necessary adjustments to Mayoral and WECA Budgets, resulting from this report, to include:

- Carrying forward relevant reserves or grants to account for slippage against various projects from 2018/19;
- The addition of the recently received HIF preparation grant of £141k;
- The reduction in the BANES Transport Levy of £155k, to be funded from earmarked reserve.

Contact officer: Malcolm Coe

Position: Director of Investment and Corporate Services

Email: Malcolm.Coe@westofengland-ca.gov.uk

REPORT TO: WECA COMMITTEE

DATE: 19 JULY 2019

**REPORT TITLE: WECA & MAYORAL BUDGET OUTTURN APRIL –
MAY 2019**

**DIRECTOR: MALCOLM COE, DIRECTOR OF INVESTMENT AND
CORPORATE SERVICES**

AUTHOR: MALCOLM COE

Purpose of Report

- 1 This report presents the forecast revenue and capital financial outturn budget monitoring information for WECA and the Mayoral budget for the financial year 2019/20 based on actual data for the period April 2019 to May 2019.

Recommendations

The WECA Committee:

- a) Notes the Mayoral Fund and WECA revenue and capital budget outturn forecasts as set out in Appendices 1,2 and 3;
- b) Approves the creation of an earmarked reserve of £250k, funded through surplus interest on balances, to fund the appointment of three Programme Management Office staff;
- c) Approves to transfer additional Pothole Action Funding of £662k to the three constituent authorities;
- d) Delegates to the WECA S151 Officer to make all necessary adjustments to Mayoral and WECA Budgets, resulting from this report, to include:
 - Carrying forward relevant reserves or grants to account for slippage against various projects from 2018/19;
 - The addition of the recently received HIF preparation grant of £141k;
 - The reduction in the BANES Transport Levy of £155k, to be funded from earmarked reserve.

Background / Issues for Consideration

- 2 The WECA Financial Regulations require that the WECA Committee considers the revenue and capital monitoring position at regular intervals throughout the financial year.

Mayoral Fund Revenue Budgets

- 2.1 **Appendix 1** details the Mayoral Fund's forecast outturn revenue position for the 2019/20 financial year, which, overall, is £1,231k higher than the original budget, largely due to slippage on grant funded feasibility projects. As this slippage is funded by grants also brought forward, the net position remains balanced. Variations and items of note within individual budget lines are:
- 2.1.1 A contribution of £396k will be made to an earmarked reserve, in line with budget, to meet the estimated costs of the next Mayoral Election in 2021.
- 2.1.2 The revised forecast for 2019/20 includes slippage of £1,231k from 2018/19 on priority transport infrastructure feasibility studies. The original budget of £4.750m, (as approved through the Investment Fund), is now forecast to be spent as follows:

Figure 1: Infrastructure Feasibility Projects – updated spend profile

Priority Infrastructure Feasibility Studies	17/18 £000	18/19 £000	19/20 £000	Total £000
Southern Orbital		155	95	250
Mass Transit Options		350		350
East of Bath Strategic Link	20	30	200	250
Freezing Hill/A420 Junction	22	65	13	100
Bristol Temple Meads Masterplan		160	1,840	2,000
Wraxall Road Roundabout	25	64	111	200
JSP Scheme Development	708	699	193	1,600
Total	775	1,523	2,452	4,750

WECA Revenue Budgets

- 2.2 **Appendix 2** details WECA's estimated outturn revenue position for the 2019/20 financial year, which, overall, is £2,968k higher than the original budget, albeit the net position remains balanced as the spend is fully funded from income and reserves. The main points to note are:

Transport Levy

- 2.2.1 The forecast spend on Transport functions remains as originally budgeted.
- 2.2.2 The transport levy is set at the beginning of the financial year based on anticipated demand and spend using the previous year's activity. Adjustments are made at the end of the financial year to reflect the actual out-turn position. For 2018/19, two of the authorities had an overspend for which they reimbursed at the end of the financial year. However, BANES had an underspend of **£155k**, and this is now accounted for by a corresponding reduction in their levy for 2019/20.

2.2.3 Figure 2: Updated Transport Levy for 2019/20

Authority	Current 2019/20 Levy £000s	Adjustment 2018/19 £000s	Substitute 2019/20 Levy £000s
B&NES	4,259	(155)	4,104
BCC	7,912		7,912
SGC	2,566		2,566
Total	14,737	(155)	14,582

Variations on Project Spend

- 2.2.4 Spend on specific projects is forecast to be **£1.508m** higher than originally budgeted which is due mainly to the timing, and planned use, of grant funding received as detailed in *Figure 3*:

Figure 3: Variations in spend on Specific Projects

Project Spend	£000s
Reduction in Adult Education Budget following the government announcement of the WECA allocation of grant for this function.	(2,547)
HIF – increase in the preparation budget reflecting slippage from 2018/19 (£340k) and the receipt of an additional HIF preparation grant (£141k).	481
Various grants, (including Mayoral Capacity and Housing Capacity), received in 2018/19 and put into reserves for use in 2019/20	2,274
Use of reserves previously approved	300
Approval from the Investment Fund (revenue) as per WECA Committee 14 th June 2019: - Institute of Technology £500k - Realising Talent £500k	1,000
Increase in Project spend budget	1,508

Income variations

- 2.2.5 The confirmation of the Adult Education Budget for WECA was £2.6m less than the indicative allocation that we received when setting the 2019/20 budget. This was primarily due to previous underspending within the provider base prior to the function being devolved from central government. However, there has been an increase in income relating to various other grants previously received and brought forward to fund 2019/20 spend. The net effect is a reduction in grants of **£298k**.
- 2.2.6 The forecast increase in required drawdown of the Investment funding in 2019/20 includes slippage on all projects previously approved of £1.694m, (including £1.231m for Mayoral Fund activity), along with £1m relating to two

new approvals agreed at the June WECA Committee. The net effect is an increase in Investment funding of **£2.694m**.

Interest on Balances

2.2.7 An income budget of £820k was set in relation to the interest that WECA earns from investing cash balances held. In recent months we have improved cashflow forecasting having taken the Treasury Management function back 'in house' from April 2019. As a result, we have placed an element of the investment portfolio into longer term products which generate higher returns. Our current end of year forecast is to achieve a surplus of £250k against this income budget.

2.2.8 As detailed within the Investment Fund report to this committee, there is a need to establish an effective Programme Management Office, (PMO), within WECA in order to recruit and retain the required commercial and programme management skills required to deliver a multi-million-pound regional capital delivery programme. Ultimately, over time, it is anticipated that costs of core PMO staff will be funded directly through a portfolio of capital projects. However, there is an immediate need to create three core posts within the PMO in order to set up the required systems, processes and monitoring arrangements for the £350m regional Investment Programme (up to March 2023)

It is recommended that the forecasted surplus of £250k from interest on balances is transferred to an earmarked reserve for funding the appointment of three Programme Management Office staff.

Drawdown from Reserves

2.2.9 Further drawdowns from earmarked reserves of **£477k** are now included in the forecast income for 2019/20 as follows:

Figure 4: Drawdown from Earmarked Reserves

Transfer from Reserves	£000s
Concessionary Fares Levy – reduction in BANES 2019/20 levy to reflect an underspend in 2018/19	155
Future Mobility reserve – to support a multi-million-pound bid for government funding	100
ICT Implementation reserve – to fund the transitional costs of moving from BANES to a new ICT provider	200
Cultural Strategy reserve – approved drawdown of spend to progress strategy work	22
Transfer from Reserves	477

Summary Revenue Budget position for WECA

- 2.2.10 The overall forecast performance of the WECA budget is a breakeven position, albeit the total spend is forecast at **£2.968m** higher than originally budgeted, matched by an equivalent increase in income.
- 2.2.11 The budget includes a forecasted transfer to general reserves of £100k, as approved in the original budget, with an increase of £250k into a specific reserve to fund Programme Management Office staff.

Capital

- 2.3 **Appendix 3** outlines the current capital budget forecast for the 2019/20 financial year. The main points to note are:
- 2.3.1 The budget now includes business cases as approved at Committee in June 2019 to be funded from the Investment Fund. This adds £7.815m to the approved budget for a variety of infrastructure projects, and enables full business cases to be developed for these projects.
- 2.3.2 In addition, the June Committee approved £21.9m for the Cribbs Patchway Metrobus Extension, and £3.125m for the CPPN Cycle Links project. These approvals are funded from the Investment Fund and enable project delivery.
- 2.3.3 The Highways and Transport grant payments are in line with the original budget (£17.572m) and will be paid to the Constituent Authorities accordingly. Additional Pothole Action Funding (£662k) was received in late March 2019 and will be paid over to the Authorities in 2019/20 through the following breakdown:
- | | |
|--------------|---------|
| * BANES | 192,608 |
| * Bristol | 204,026 |
| * South Glos | 264,930 |
- 2.3.4 5G Smart Tourism Project – the balance of the £5m DCMS grant for the 5G Smart Tourism project is included in the 2019/20 budget (£875k). This is expected to be spent early in 2019/20. This, along with other slippage from 2018/19, (primarily relating to business cases), has now been included in the 2019/20 budget. This adds £1.705m to the original budget.
- 2.3.5 The changes are summarised in the table below:

Figure 5: Movements within the approved Capital Programme

WECA & Mayoral Capital Budget	2019/20 £000	2020/21 £000
Original Budget Approved Feb 2019	19,593	23,572
Slippage from 2018/19	1,705	
Month 2 Amendments		
Bristol Temple Meads Station Eastern Entrance FBC	1,250	1,250
Somer Valley Enterprise Zone FBC	746	
Bath River Line FBC	150	
Metro West Phase 2 FBC	1,760	1,759
Charfield Station FBC	900	
Cribbs Patchway Metrobus Extension	1,900	20,000
CPPN Cycle Links	3,125	
Pothole Action Fund	662	
Month 2 Revised Budget	31,791	46,581

Consultation

- 3 Consultation has been carried out with the Chief Executives, and S151 Officers across the three constituent authorities and the Monitoring Officer.

Other Options Considered

- 4 None.

Risk Management/Assessment

- 5 This report forms a core part of the WECA's governance and risk management process. The forecast budgets presented in this report take account of known financial risks and their potential impact on the outturn financial position.

Public Sector Equality Duties

- 6 The public sector equality duty created under the Equality Act 2010 means that public authorities must have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimization and other conduct prohibited by the Act.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.

- 6.1 The Act explains that having due regard for advancing equality involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics.
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

6.2 The general equality duty therefore requires organisations to consider how they could positively contribute to the advancement of equality and good relations. It requires equality considerations to be reflected in the design of policies and the delivery of services, including policies, and for these issues to be kept under review.

6.3 All key service delivery functions continue to be delivered by the relevant constituent councils and impact assessments for service delivery, particularly highways and transport are included as appropriate within their individual Budget reports.

Finance Implications, including economic impact assessment where appropriate:

7 The financial implications are contained within the body of the report. There are no Economic Impacts arising as a result of this report.

Advice given by: Malcolm Coe, Director of Investment & Corporate Services

Legal Implications:

8 This report monitors how WECA and the Mayoral Fund are performing against the financial targets set in February 2019 through the Budget setting process in accordance with the WECA Order 2017 and the Combined Authorities Financial Order 2017.

Advice given by: Shahzia Daya, Director of Legal Services

Human Resources Implications:

9 These are set out in the body of the report, including the use of interim staffing resources and the proposals for the on-going WECA staffing resources.

Advice given by: Alex Holly, Head of Human Resources

Appendices & Background papers:

Appendix 1: Mayoral Fund Revenue Position

Appendix 2: WECA Revenue Position

Appendix 3: Mayoral Fund and WECA Capital Position

West of England Combined Authority Contact:

Any person seeking background information relating to this item should seek the assistance of the contact officer for the meeting who is Ian Hird / Tim Milgate on 0117 332 1486; or by writing to West of England Combined Authority, 3 Rivergate, Temple Quay, Bristol BS1 6EW; email: democratic.services@westofengland-ca.gov.uk

APPENDIX 1

Mayoral Fund April to May 2019/20			
	Budget £'000s	Forecast £'000s	Variance £'000s
EXPENDITURE			
Staff	172	172	0
Supplies & Services			
Premises Services	12	12	0
Support Services	12	12	0
Supplies & Services	15	15	0
Mayoral Election - Transfer to Reserve	396	396	0
Feasibility Studies	1,221	2,452	1,231
Contribution to Highway Grants			0
Integrated Highway	5,183	5,183	0
Highway Maintenance Grants	10,254	10,254	0
Highway Incentive Grants	2,135	2,135	0
Total Supplies & Services	19,228	20,459	1,231
Total Expenditure	19,400	20,631	1,231
INCOME			
Business Rates Retention Pilot	17,572	17,572	0
Funding Contribution from WECA	1,828	3,059	1,231
Total Income	19,400	20,631	1,231
NET TOTAL - Under / (Over) Spent	0	0	0

APPENDIX 2

WECA Fund April to May 2019/20			
	Budget £'000s	Forecast £'000s	Variance £'000s
EXPENDITURE			
Core Staff	1,390	1,390	0
Project Staff	1,942	1,921	(21)
Staff	3,332	3,311	(21)
Supplies & Services			
Premises Services	215	215	0
Support Services	215	215	0
Supplies & Services	55	55	0
Total Supplies & Services	485	485	0
Project Spend	26,737	28,245	1,508
Transport Functions			
Concessionary Fares	12,445	12,445	0
Community Transport	1,690	1,690	0
Bus Real Time Information	602	602	0
Total Transport Functions	14,737	14,737	0
Contribution to Mayoral Fund	1,828	3,059	1,231
Transfer to Reserves	100	350	250
Total Expenditure	47,219	50,187	2,968
INCOME			
Transport Levy	14,737	14,582	(155)
Business Rates Retention Pilot	1,212	1,212	0
Government Grants	15,501	15,203	(298)
Investment Fund Grant	14,949	17,643	2,694
Interest on Balances	820	1,070	250
Transfer from Reserves	0	477	477
Total Income	47,219	50,187	2,968
NET TOTAL - Under / (Over) Spent	0	0	0

APPENDIX 3

WECA & Mayoral Capital Programme Monitor 2017/18 to 2020/21					Funding			
	2017/18 & 2018/19 Outturn	2019/20 Budget	2020/21 Indicative	Total	Investment Fund	Grant	RCCO	Total
	£000	£000	£000	£000	£000	£000	£000	£000
WECA Capital								
Infrastructure								
Business Case Development	1,811	7,278	3,009	12,098	12,098			12,098
Real Time Information	465	94	0	559	559			559
5G Smart Tourism	4,125	875	0	5,000		5,000		5,000
Metrowest	0	0	6,000	6,000	6,000			6,000
Cribbs Patchway Metrobus Extension	0	1,900	20,000	21,900	21,900			21,900
CPPN Cycle Links	0	3,125		3,125	3,125			3,125
	6,401	13,272	29,009	48,682	43,682	5,000	0	48,682
WECA Capital - Other								
Scheme Prioritisation/Monitoring & Eval	115	285	0	400	400			400
IT & Building Alterations	523	0	0	523	418		105	523
	638	285	0	923	818	0	105	923
Mayoral Capital								
Highways & Transport Grants	38,047	17,572	17,572	73,191		20,475	52,716	73,191
Pothole Action Grant	891			891		891		891
Pothole Action Grant	619			619		619		619
Pothole Action Grant	1,241	662		1,903		1,903		1,903
	40,798	18,234	17,572	76,604	0	23,888	52,716	76,604
Grand Total	47,837	31,791	46,581	126,209	44,500	28,888	52,821	126,209
Note : RCCO indicates a Revenue Contribution to Capital Outlay								



WEST OF ENGLAND COMBINED AUTHORITY COMMITTEE

19 JULY 2019

REPORT SUMMARY SHEET

TREASURY MANAGEMENT OUTTURN REPORT 2018/19

Purpose

The Chartered Institute of Public Finance and Accountancy Treasury Management in the Public Services: Code of Practice requires the Authority to approve a Treasury Management Strategy before the start of each financial year, review performance during the year, and approve an annual report after the end of each financial year. This report provides a review of performance to 31st March 2019.

Summary

This report includes the following key information:

- The average rate of investment return for 2018/19 was 0.97%, which is 0.41% above the benchmark rate.
- The Authority's Prudential Indicators for 2018/19 were agreed by the Authority at its meeting on 2nd February 2018 and performance against the key indicators is shown in Appendix 1. All indicators are within target levels.

Recommendations

Members of the Combined Authority Committee are asked to:

1. Note the Treasury Management Report to 31st March 2019, prepared in accordance with the CIPFA Treasury Code of Practice.
2. Note the Treasury Management Indicators to 31st March 2019.

Contact officer: Malcolm Coe

Position: Director of Investment and Corporate Services

Email: Malcolm.Coe@westofengland-ca.gov.uk

REPORT TO: WECA COMMITTEE

DATE: 19 JULY 2019

**REPORT TITLE: TREASURY MANAGEMENT OUTTURN REPORT
2018/19**

**DIRECTOR: MALCOLM COE, DIRECTOR OF INVESTMENT AND
CORPORATE SERVICES**

AUTHOR: MALCOLM COE

Purpose of Report

- 1 The CIPFA Treasury Management in the Public Services: Code of Practice requires the Authority to approve a Treasury Management Strategy before the start of each financial year, review performance during the year, and approve an annual report after the end of each financial year. This report provides a review of performance to 31st March 2019.

Recommendations

The WECA Committee is required to:

- a) Note the Treasury Management Report to 31st March 2019, prepared in accordance with the CIPFA Treasury Code of Practice.
- b) Note the Treasury Management Indicators to 31st March 2019.

Background / Issues for Consideration

- 2 The CIPFA Code of Practice requires that the WECA Committee considers the treasury management outturn report after the end of each financial year.

Summary

- 2.1 The average rate of investment return for 2018/19 was 0.97%, which is 0.41% above the benchmark rate.
- 2.2 The Authority's Prudential Indicators for 2018/19 were agreed by the Authority at its meeting on 2nd February 2018 and performance against the key indicators is shown in **Appendix 1**. All indicators are within target levels.

Summary of Returns

- 2.3 The Authority's investment position as at 31st March 2019 is detailed in **Appendix 2**. This shows a change in Investment Balances to £169.5m at 31st March 2019 from £198.2m at 30th September 2018, which reflects a net reduction due to project spend.
- 2.4 The Authority is the Accountable Body for the West of England Revolving Investment Fund, (RIF), a role previously undertaken by B&NES who received grant funding of £57 million at the end of the 2011/12 financial year. The balance at 31st March 2019 was £17.9m and this sum, prior to distribution, is being invested in line with the Authority's Treasury Management Strategy, with the interest earmarked to the RIF.
- 2.5 The Authority also acts as Accountable Body for the West of England Local Enterprise Partnership, (LEP). In 2018/19 £45.4m of Local Growth Fund (LGF) grant was received from Central Government, along with the remaining sums, provided a balance at 31st March 2019 of £60.3m. This sum, prior to distribution, is being invested in line with the Authority's Treasury Management Strategy with interest earmarked to fund associated operating and governance costs.
- 2.6 Gross interest earned on all investments for April to March 2018/19 was £1,852k. Interest earned for RIF and LGF is ringfenced to those funds, giving rise to an income outturn for WECA activities of £1,137k. **Appendix 3** details the investment performance, showing the average rate of interest earned over this period being 0.97%, which was 0.41% above the benchmark rate of average 7 day LIBID +0.05% (0.56%).

Summary of Borrowings

- 2.7 The Authority's currently has no external borrowing. Any future borrowing requirement would be subject to the Authority's decision making process and HM Treasury negotiations. For reference only, the Prudential Indicators that provide a framework for Borrowing is set out in **Appendix 1**.

Strategic & Tactical Decisions

- 2.8 As shown in the charts at **Appendix 2**, the investment portfolio has been diversified across UK Banks and Building Societies and Local Authorities, which totalled £136m. The Authority also uses AAA rated Money Market funds to maintain very short-term liquidity with £23.6m invested in Money Market Funds as at 31st March 2019.
- 2.9 The Authority retains units in the CCLA Property Fund with an investment of £9.9m. This investment seeks to enhance yields, provide diversification and is intended to be held for higher returns over a long period of time.
- 2.10 The Authority does not hold any direct investments with banks in countries within the Eurozone reflecting both on the underlying debt issues in some Eurozone countries and the low levels of interest rates. The Authority's investment counterparty list does not currently include any banks from Portugal, Ireland, Greece, Spain and Italy.

Future Strategic & Tactical Issues

- 2.11 The Authority's treasury management advisors have provided an economic and market review for 2018/19 – attached at **Appendix 5**.
- 2.12 After rising to 0.6% in the third calendar quarter of the year, fourth quarter economic growth slowed to 0.2% as weaker expansion in production, construction and services dragged on overall activity. Annual GDP growth at 1.4% continues to remain below trend. Following the Bank of England's decision to increase the Bank Rate to 0.75% in August, no changes to monetary policy have been made since.

Consultation

- 3 Consultation has been carried out with the Chief Executives, S151 Officers across the region and the Monitoring Officer.

Other Options Considered

- 4 None.

Risk Management/Assessment

- 5 The Authority's lending & borrowing list is regularly reviewed and credit ratings are monitored throughout the year. All lending/borrowing transactions are within approved limits, with approved institutions. Investment and Borrowing advice is provided by our Treasury Management consultants Arlingclose.

The CIPFA Treasury Management in the Public Services: Code of Practice requires the Authority nominate a committee to be responsible for ensuring effective scrutiny of the Treasury Management Strategy and policies. The WECA Audit Committee carries out this role.

Public Sector Equality Duties

- 6 The public sector equality duty created under the Equality Act 2010 means that public authorities must have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimization and other conduct prohibited by the Act.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.
- 6.1 The Act explains that having due regard for advancing equality involves:
- Removing or minimising disadvantages suffered by people due to their protected characteristics.
 - Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
 - Encouraging people from protected groups to participate in public life or in other

activities where their participation is disproportionately low.

- 6.2 The general equality duty therefore requires organisations to consider how they could positively contribute to the advancement of equality and good relations. It requires equality considerations to be reflected in the design of policies and the delivery of services, including policies, and for these issues to be kept under review.

Finance Implications, including economic impact assessment where appropriate:

- 7 A breakdown of the revenue budget that was set for interest income and the year-end outturn position is included in **Appendix 6**. There are no Economic Impacts arising as a result of this report.

Advice given by: Malcolm Coe, Director of Investment & Corporate Services

Legal Implications:

- 8 The Prudential Code and CIPFA's Code of Practice on Treasury Management requires regular monitoring and reporting of Treasury Management activities.

Advice given by: Shahzia Daya, Director of Legal Services

Appendices & Background papers:

Appendix 1 – Performance Against Prudential Indicators

Appendix 2 – The Authority's Investment Position at 31 March 2019

Appendix 3 – Average monthly rate of return for 2018/19

Appendix 4 – The Authority's External Borrowing Position at 31 March 2019

Appendix 5 – Arlingclose's Economic & Market Review for 2018/19

Appendix 6 – Interest & Capital Financing Budget Monitoring 2018/19

Appendix 7 – Summary Guide to Credit Ratings

Background Papers : Treasury Management Strategy Statement & Investment Strategy 2018/19 – As reported to WECA Committee on 2nd February 2018.

West of England Combined Authority Contact:

Any person seeking background information relating to this item should seek the assistance of the contact officer for the meeting who is Ian Hird / Tim Milgate on 0117 332 1486; or by writing to West of England Combined Authority, 3 Rivergate, Temple Way, Bristol BS1 6ER; email: democratic.services@westofengland-ca.gov.uk

APPENDIX 1

Performance against Treasury Management Indicators (as approved in the Treasury Management Strategy Statement)

1. Authorised limit for external debt

These limits include current commitments and proposals in the budget report for capital expenditure, plus additional headroom over & above the operational limit for unusual cash movements.

	2018/19 Prudential Indicator	Actual as at 31 st March 2019
	£'000	£'000
Borrowing	0	0
Other long term liabilities	0	0
Cumulative Total	0	0

2. Operational limit for external debt

The operational boundary for external debt is based on the same estimates as the authorised limit but without the additional headroom for unusual cash movements.

	2018/19 Prudential Indicator	Actual as at 31 st March 2019
	£'000	£'000
Borrowing	0	0
Other long term liabilities	0	0
Cumulative Total	0	0

3. Upper limit for fixed interest rate exposure

This is the maximum amount of total **borrowing** which can be at fixed interest rate, less any investments for a period greater than 12 months which has a fixed interest rate.

	2018/19 Prudential Indicator	Actual as at 31 st March 2019
	%	%
Fixed interest rate exposure	100	0

4. Upper limit for variable interest rate exposure

While fixed rate **borrowing** contributes significantly to reducing uncertainty surrounding interest rate changes, the pursuit of optimum performance levels may justify keeping flexibility through the use of variable interest rates. This is the maximum amount of total borrowing which can be at variable interest rates.

	2018/19 Prudential Indicator	Actual as at 31 st March 2019
	%	%
Variable interest rate exposure	10%	0%

5. Upper limit for total principal sums invested for over 364 days

This is the maximum amount of total **investments** which can be over 364 days. The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments.

	2018/19 Prudential Indicator	Actual as at 31 st March 2019
	%	%
Investments over 364 days	30	25.4

6. Maturity Structure of borrowing

This indicator is set to control the Authority's exposure to refinancing risk.

	Upper Limit	Lower Limit	Actual as at 31 st March 2019
	%	%	%
Under 12 months	50	Nil	0
12 months and within 24 months	75	Nil	0
24 months and within 5 years	75	Nil	0
5 years and within 10 years	100	Nil	0
10 years and above	100	Nil	0

7. Average Credit Rating

The Authority has adopted a voluntary measure of its exposure to credit risk by monitoring the weighted average credit rating of its investment portfolio. A summary guide to credit ratings is set out at **Appendix 7**. The figure excludes the Property Fund Investment.

	2018/19 Prudential Indicator	Actual as at 31 st March 2019
	Rating	Rating
Minimum Portfolio Average Credit Rating	A-	AAA-

APPENDIX 2

The Authority's Investment position at 31st March 2019.

The term of investments are as follows:

	Balance at 31st March 2019 £000s
Notice (instant access funds)	23,620
Up to 1 month	0
1 month to 3 months	20,000
4 to 6 months	15,000
6 to 12 months	58,000
More than 12 months	43,000
Property Fund	9,957
Total	169,577

The Authority had a total average net positive balance of £190.2m during the period April 2018 to March 2019 .

Chart 1 : WECA Investments by Funding Source (£169.5m) at 31st March 2019

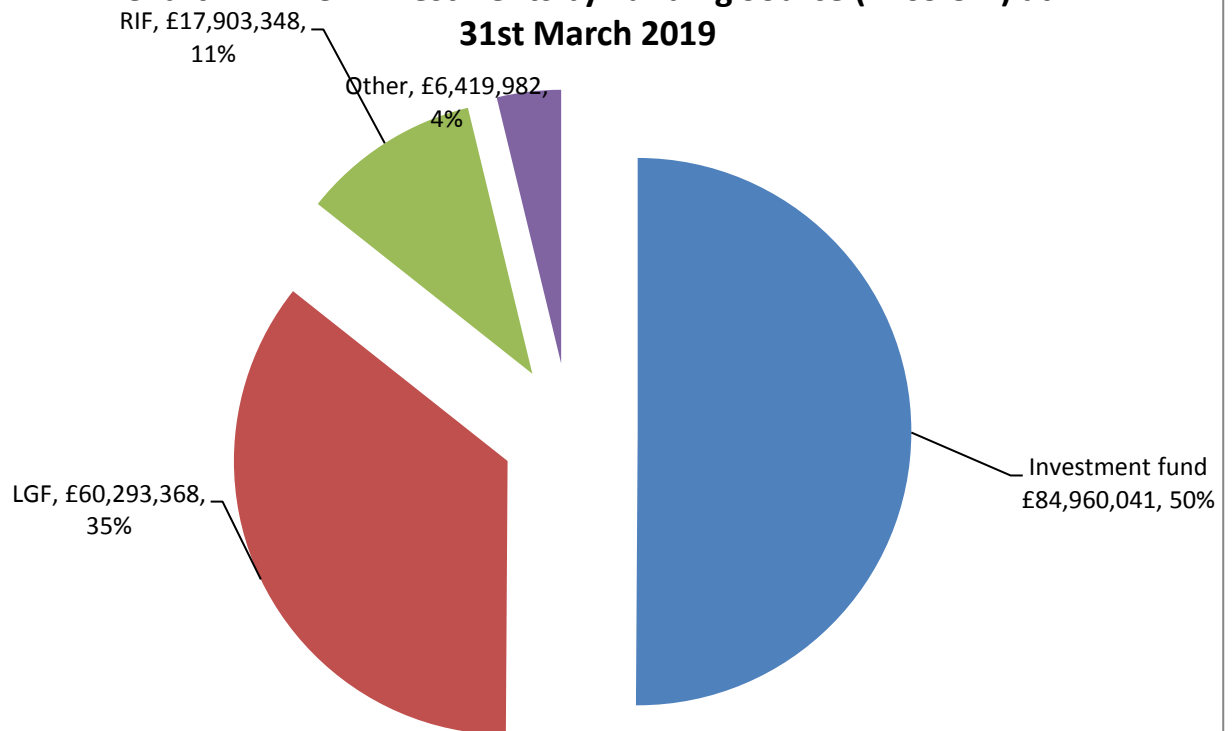


Chart 2 : WECA Investments by Funding Source (£198.2m) at 30th September 2018

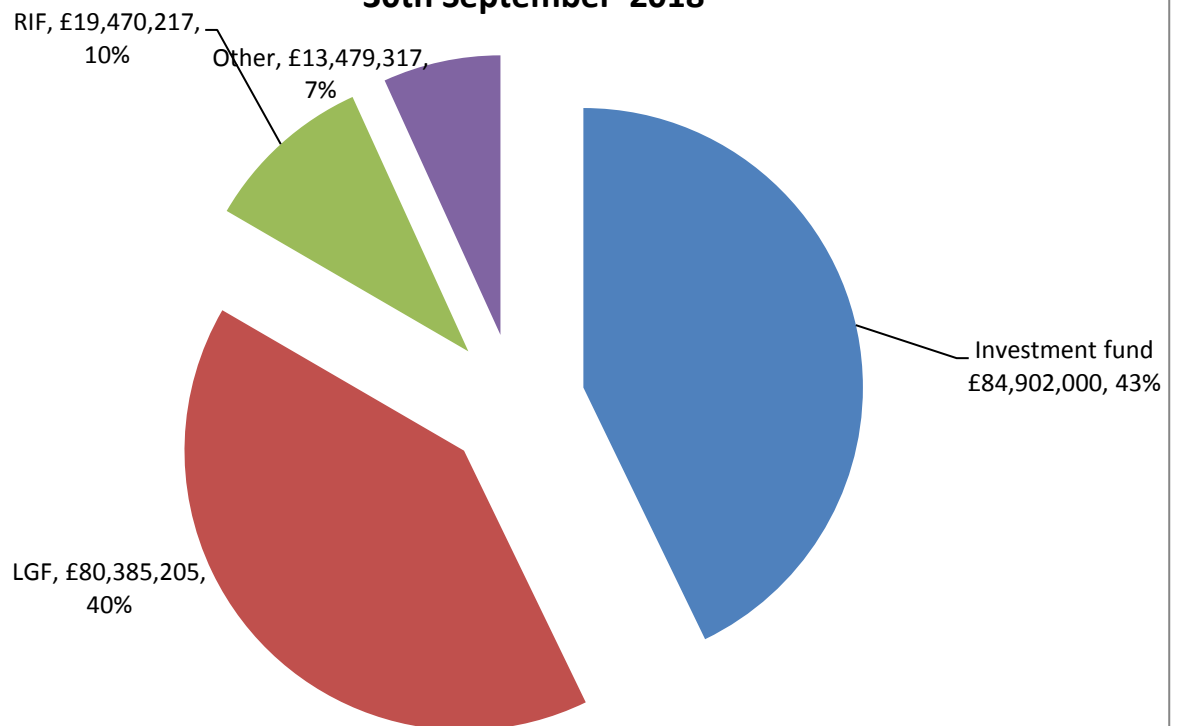


Chart 3: WECA Investments by Type (£169.5m) as at 31st March 2019

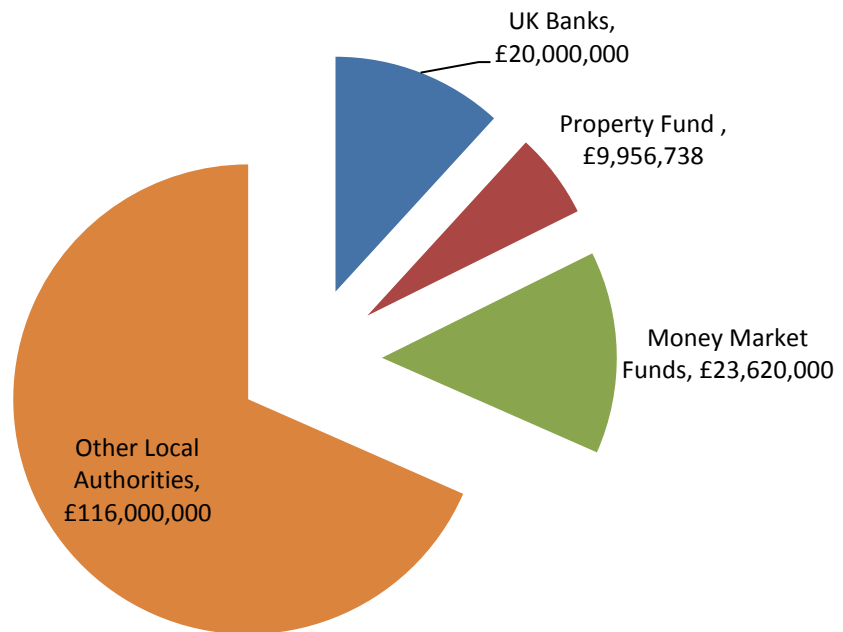


Chart 4: WECA Investments by Type (£198.2m) as at 30th September 2018

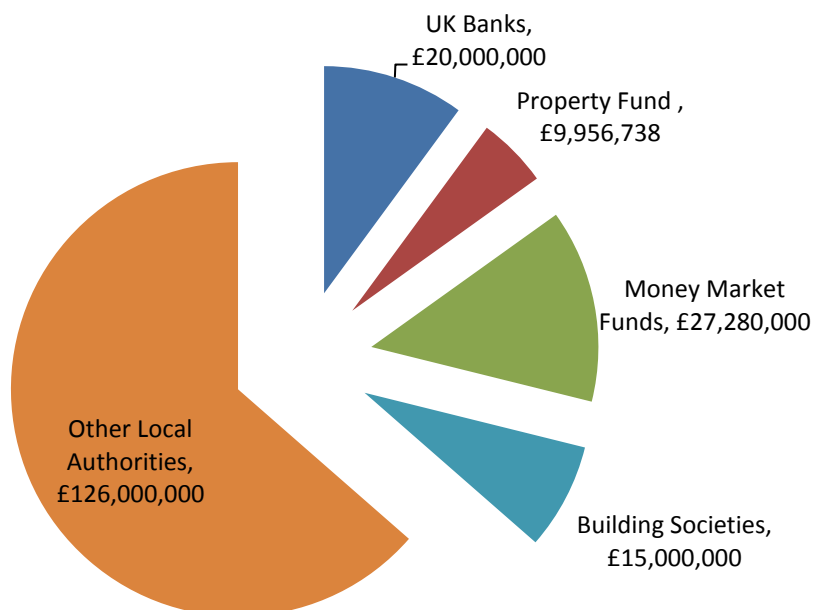


Chart 5: WECA Investments per lowest equivalent Long Term credit rating (£169.5m) at 31st March 2019

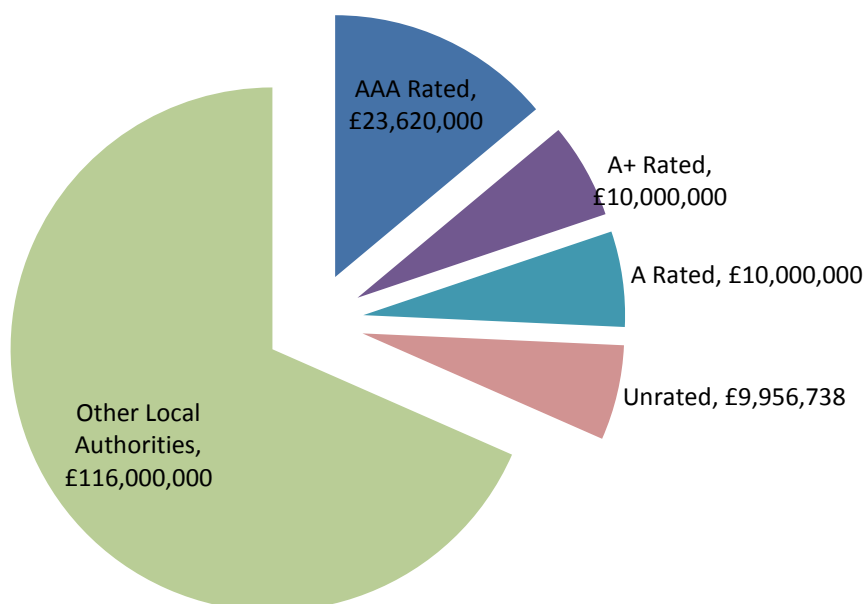
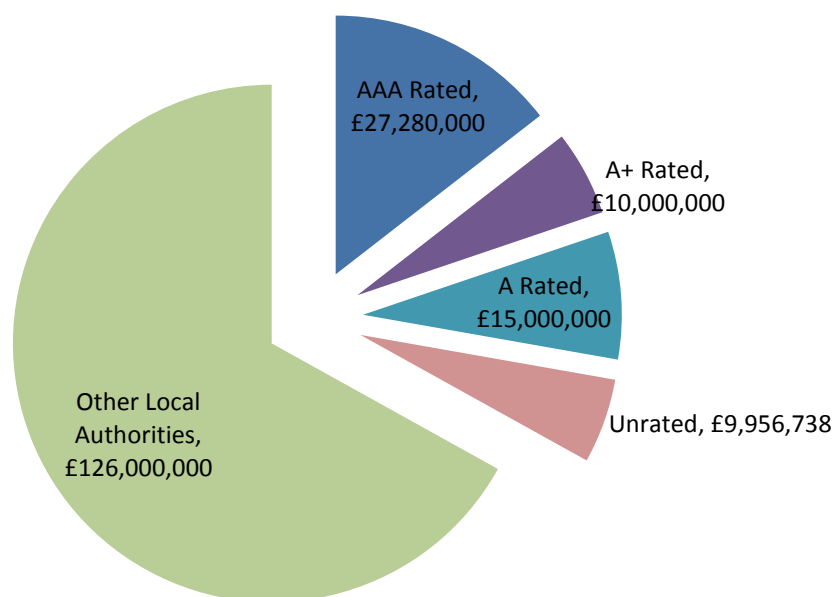


Chart 6: WECA Investments per lowest equivalent Long Term credit rating (£198.2m) at 30th September 2018



APPENDIX 3

Average rate of return on investments for 2018/19

	Apr %	May %	Jun %	Jul	Aug	Sep
Average rate of interest earned	0.79	0.84	0.85	0.88	0.90	0.97
Benchmark = Average 7 Day LIBID rate +0.05% (source: Arlingclose)	0.41	0.41	0.41	0.41	0.63	0.64
Difference from Benchmark %	+0.38	+0.43	+0.44	+0.47	+0.27	+0.33

	Oct %	Nov %	Dec %	Jan	Feb	Mar	Average %
Average rate of interest earned	0.99	1.02	1.06	1.07	1.17	1.18	0.97
Benchmark = Average 7 Day LIBID rate +0.05% (source: Arlingclose)	0.63	0.64	0.63	0.63	0.62	0.62	0.56
Difference from Benchmark %	+0.36	+0.38	+0.43	+0.44	+0.55	+0.56	+0.41

APPENDIX 4

Authorities External Borrowing at 31st March 2019

*There is no current borrowing.

Economic and Market Review for 2018/19

Economic background: After spiking at over \$85/barrel in October 2018, oil prices fell back sharply by the end of the year, declining to just over \$50 in late December before steadily climbing toward \$70 in April 2019. UK Consumer Price Inflation (CPI) for February 2019 was up 1.9% year/year, just above the consensus forecast but broadly in line with the Bank of England's February Inflation Report. The most recent labour market data for the three months to January 2019 showed the unemployment rate fell to a new low 3.9% while the employment rate of 76.1% was the highest on record. The 3-month average annual growth rate for pay excluding bonuses was 3.4% as wages continue to rise steadily and provide some upward pressure on general inflation. Once adjusted for inflation, real wages were up 1.4%.

After rising to 0.6% in the third calendar quarter from 0.4% in the second, fourth quarter economic growth slowed to 0.2% as weaker expansion in production, construction and services dragged on overall activity. Annual GDP growth at 1.4% continues to remain below trend. Following the Bank of England's decision to increase Bank Rate to 0.75% in August, no changes to monetary policy have been made since.

The US Federal Reserve continued its tightening bias throughout 2018, pushing rates to the 2.25%-2.50% range in December. However, a recent softening in US data caused the Fed to signal a pause in hiking interest rates at the last Federal Open Market Committee (FOMC) meeting in March.

While the domestic focus has been on Brexit's potential impact on the UK economy, globally the first quarter of 2019 has been overshadowed by a gathering level of broader based economic uncertainty. The US continues to be set on a path of protectionist trade policies and tensions with China in particular, but with the potential for this to spill over into wider trade relationships, most notably with EU. The EU itself appeared to be show signs of a rapid slowdown in economic growth with the major engines of its economy, Germany and France, both suffering misfires from downturns in manufacturing alongside continued domestic/populist unrest in France. The International Monetary Fund downgraded its forecasts for global economic growth in 2019 and beyond as a consequence.

Financial markets: December was a month to forget in terms of performance of riskier asset classes, most notably equities. The FTSE 100 (a good indicator of global corporate sentiment) returned -8.8% assuming dividends were reinvested; in pure price terms it fell around 13%. However, since the beginning of 2019 markets have rallied, and the FTSE 100 and FTSE All share indices were both around 10% higher than at the end of 2018.

Gilt yields continued to display significant volatility over the period on the back of ongoing economic and political uncertainty in the UK and Europe. After rising in October, gilts regained their safe-haven status throughout December and into the new year - the 5-year benchmark gilt yield fell as low as 0.80% and there were similar falls

in the 10-year and 20-year gilts over the same period dropping from 1.73% to 1.08% and from 1.90% to 1.55%. The increase in Bank Rate pushed up money markets rates over the year and 1-month, 3-month and 12-month LIBID (London Interbank Bid) rates averaged 0.53%, 0.67% and 0.94% respectively over the period.

Recent activity in the bond markets and PWLB interest rates highlight that weaker economic growth is not just a UK phenomenon but a global risk. During March the US yield curve inverted (10-year Treasury yields were lower than US 3 month money market rates) and German 10-year Bund yields turned negative. The drivers are a significant shift in global economic growth prospects and subsequent official interest rate expectations given its impact on inflation expectations. Further to this is world trade growth which collapsed at the end of 2018 falling by 1.8% year-on-year. A large proportion of this downturn in trade can be ascribed to the ongoing trade tensions between the US and China which despite some moderation in January does suggest that the International Monetary Fund's (IMF) and Organisation for Economic Co-Operation & Development's (OECD) forecasts for global growth in 2019 of 3.5% might need to be revised downwards.

Credit background: Credit Default Swap (CDS) spreads drifted up towards the end of 2018 on the back of Brexit uncertainty before declining again in 2019 and continuing to remain low in historical terms. After hitting around 129 basis points in December 2018, the spread on non-ringfenced bank NatWest Markets plc fell back to around 96bps at the end of March, while for the ringfenced entity, National Westminster Bank plc, the CDS spread held relatively steady around 40bps. The other main UK banks, as yet not separated into ringfenced and non-ringfenced from a CDS perspective, traded between 33 and 79bps at the end of the period.

The ringfencing of the big four UK banks (Barclays, Bank of Scotland/Lloyds, HSBC and RBS/Natwest Bank plc) transferred their business lines into retail (ringfenced) and investment banking (non-ringfenced) entities.

In February, Fitch put the UK AA sovereign long-term rating on Rating Watch Negative as a result of Brexit uncertainty, following this move with the same treatment for UK banks and a number of government-related entities.

There were minimal other credit rating changes during the period. Moody's revised the outlook on Santander UK to positive from stable to reflect the bank's expected issuance plans which will provide additional protection for the its senior unsecured debt and deposits.

APPENDIX 6

Interest & Capital Financing Costs – Outturn Position for 2018/19

April 2018 to March 2019	YEAR END FORECAST			ADV/FAV
	Budgeted (Income) £'000	Outturn (Income) £'000	Forecast over or (under) spend £'000	
Interest & Capital Financing				
- Debt Costs	0	0	0	
- Interest on Balances	(520)	(1,137)	(617)	FAV
Sub Total - Capital Financing	(520)	(1,137)	(617)	FAV

Summary Guide to Credit Ratings

Rating	Details
AAA	Highest credit quality – lowest expectation of default, which is unlikely to be adversely affected by foreseeable events.
AA	Very high credit quality - expectation of very low default risk, which is not likely to be significantly vulnerable to foreseeable events.
A	High credit quality - expectations of low default risk which may be more vulnerable to adverse business or economic conditions than is the case for higher ratings.
BBB	Good credit quality - expectations of default risk are currently low but adverse business or economic conditions are more likely to impair this capacity.
BB	Speculative - indicates an elevated vulnerability to default risk, particularly in the event of adverse changes in business or economic conditions over time.
B	Highly speculative - indicates that material default risk is present, but a limited margin of safety remains. Capacity for continued payment is vulnerable to deterioration in the business and economic environment.
CCC	Substantial credit risk - default is a real possibility.
CC	Very high levels of credit risk - default of some kind appears probable.
C	Exceptionally high levels of credit risk - default is imminent or inevitable.
RD	Restricted default - indicates an issuer that has experienced payment default on a bond, loan or other material financial obligation but which has not entered into bankruptcy filings, administration, receivership, liquidation or other formal winding-up procedure, and which has not otherwise ceased operating.
D	Default - indicate san issuer that has entered into bankruptcy filings, administration, receivership, liquidation or other formal winding-up procedure, or which has otherwise ceased business.



WEST OF ENGLAND COMBINED AUTHORITY COMMITTEE

19 JULY 2019

REPORT SUMMARY SHEET

INTEGRATED TICKETING – FUTURE WORK

Note: A report is also being submitted to the West of England Joint Committee on 19 July 2019 as the proposals and formation of a project group and board would also include the involvement of North Somerset Council and implementation of some on-bus ticket machines on buses operating in North Somerset.

Purpose

The report updates Combined Authority members on the proposed next stages of the Integrated Ticketing project.

The report also asks the committee to note the proposed initial drawdown of £300k to progress with the phase 1 officer support / potential external consultancy support, and delegate approval of the detail of the award through a Feasibility and Development funding application to the West of England Combined Authority Chief Executive in consultation with the West of England Chief Executives.

The report also seeks agreement for the Combined Authority's Section 73 officer to lease equipment to small bus operators at less than the market rate as set out in the contactless upgrade Full Business Case and subject to state aid regulation compliance.

Summary

This report includes the following key information:

- Background on the West of England vision for Smart and Integrated Ticketing /Payments, developed in 2016, and included in the report as an appendix.
- The current aims of the integrated ticketing project and the positive steps taken so far relating to cashless payments through Travelwest travelcard, Firstbus M ticket app and on-bus card readers.
- Steps being taken nationally to develop an integrated ticketing offer across modes.
- The delivery approach.
- Details of the current phase 1 requirements and timescales.

Recommendations

Members of the Combined Authority Committee are asked to:

1. Endorse the outline programme and approve the formation of a programme/ projects board.

2. Note the proposed initial draw down of £300k to progress with the phase 1 officer support / potential external consultancy support and delegate approval of the detail of the award through a Feasibility and Development funding application to the West of England Combined Authority Chief Executive in consultation with the West of England Chief Executives.
3. Give authority for the Combined Authority's Section 73 officer to lease equipment to small bus operators at less than market rate as set out in the contactless upgrade Full Business Case subject to state aid regulation compliance.

Contact officer: Jason Humm

Position: Head of Transport

Email: Jason.Humm@westofengland-ca.gov.uk

REPORT TO: WECA COMMITTEE & WEST OF ENGLAND JOINT COMMITTEE

DATE: 19 July 2019

REPORT TITLE: INTEGRATED TICKETING – FUTURE WORK

DIRECTOR: DAVID CARTER

AUTHOR: JASON HUMM

Purpose of Report

WECA Committee

- 1.1 To update WECA members on the proposed next stages of the Integrated Ticketing project.
- 1.2 To ask the Committee to note the proposed initial drawdown of £300k to progress with the phase 1 officer support / potential external consultancy support, and delegate approval of the detail of the award through a Feasibility and Development Funding Application to the WECA Chief Executive in consultation with the West of England Chief Executives.
- 1.3 To seek agreement for the WECA S73 officer to lease equipment to small bus operators at less than market rate as set out in the contactless upgrade Full Business Case and subject to state aid regulation compliance.

Joint Committee

- 1.4 To ask the Joint Committee to endorse the proposed next stages of the Integrated Ticketing project.

2. Background

2.1 The bus is a significant public transport mode in the West of England. The West of England partner authorities have held longstanding aspirations to develop smarter payments and integrated ticketing in the area as part of increasing the attractiveness, and removing barriers to, public transport and supporting the wider goals to grow the market; increase patronage; and reduce congestion.

2.2 The West of England vision for Smart and Integrated Ticketing/Payments, developed in 2016, set out:

- A unified smart payment and ticketing platform across all modes of public transport in the West of England area in order to provide a simple and consistent experience for all public transport users.
- A customer focussed system under a single brand with best value fare and pay as you go (PAYG) travel using the latest contactless and mobile technologies.

The West of England smart ticketing 2016 vision document is attached at Appendix 1.

2.3 The vision for a single smart ticketing solution across the region has been referenced in West of England Combined Authority (WECA) devolution agreement.

- 2.4 Positive initial work has already been undertaken with the introduction and growing usage of the Travelwest Travel card and the introduction of Firstbus M Ticket App and the commitment to smart / integrated ticketing has been re-iterated throughout the Draft Joint Local Transport Plan 4 (JLTP4). In addition, there is currently the ability to make cashless payments on First buses with the driver discussing with the passenger regarding the required fare. Smart ticketing is identified as a specific outcome necessary to successfully deliver the plan; increasing public transport mode share and supporting the wider goals to grow the market; increase patronage; and reduce congestion.
- 2.5 The increased maturity of the mobile and contactless payment industries, as well as the new powers available to local authorities through the Bus Services Act 2017 and to WECA as a result of devolution, have created the opportunity to develop customer focused ticketing and payment solutions similar to those available in London.
- 2.6 In addition to new powers – further opportunities to deliver the vision are available as a result of:
- The technology to deliver common payment and smart/mobile ticket reading functionality, whilst expensive, is now well established
 - Transport for the North (TfN), Transport for the West Midlands, and the Welsh Government are working to specify and develop a contactless bank best fare and account based system (effectively a tap in, tap out payment by credit card across multiple modes) which could offer opportunities for partnership working
 - First (and the other big 5 bus operators nationally) see 'best value' systems as the future (trials of operator specific solutions are expected in 2019)
 - The DfT have recently consulted on the potential to expand rail Pay as You Go nationally in 2020. They are currently analysing the feedback.
- 2.7 In order to deliver the smart / integrated ticketing vision it was identified that the core building blocks of standardised technology (on bus ticket machines/readers) and a centralised/unified purchasing offer (effectively a common ticket, retail website and mobile app) are required across the area. Projects to establish a common base for contactless payments on bus and develop longer term delivery plans are able to be progressed immediately - and are vital stepping stones in delivering the vision.

Alignment with other work

- 2.8 The smart / integrated ticketing project is one of three interlinked projects which underpin the regions approach to improving bus services;
- Bus Strategy;
 - Bus Infrastructure improvements; and
 - Smart / Integrated ticketing
- 2.9 The bus infrastructure report on this agenda provides further detail of the planned approach to establishing a bus programme aligned with regional priority and outcomes identified in the draft JLTP.

3. Delivery Approach

- 3.1 The large growth in the availability of smart phones and development of contactless payments have transformed the wider retail sector and are driving changes in fare payments. This has already begun to move the sector away from on bus cash payments.
- 3.2 This change is happening at pace. For example:

- The UK's major bus operators have committed to enabling contactless payments on all buses by 2022 but there remain questions about the payment models and technology that this would involve.
- Transport for the North (TfN), supported by the DfT are positioned in a lead role to deliver a fully integrated bus, light and heavy rail ticketing system across their region, but the scale of the projects is considerable creating a range of implementation challenges.
- Other bodies such as the Welsh Government and Midlands Connect are also aiming to create integrated ticketing systems which could offer 'lighter' alternatives to the TfN approach.
- Transport for West Midlands (TfWM) have also developed a programme looking to introduce integrated ticketing in time for the 2022 Commonwealth Games.
- Mobile ticketing is normally restricted to one operator and few advances have been made in integrating different operators.
- Attempts to define common standards for data, protocols and hardware in addition to ITSO (integrated transport smartcard organisation- the non-profit membership organisation of smart ticketing) are still at a very early stage.

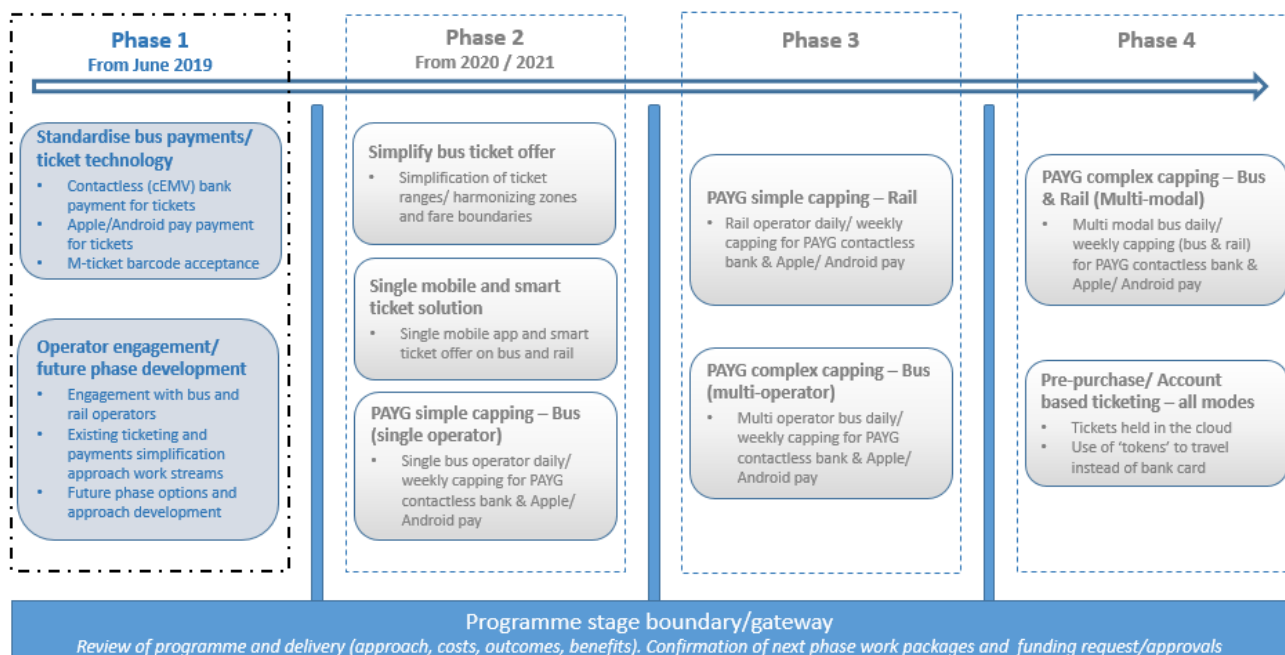
3.3 An agile approach to delivery in the West of England is therefore proposed. The completion of each project and phase will need to be incremental and iterative to allow an opportunity to develop, review and refine projects based on changes in technology and learning from elsewhere.

Project Governance and High-level programme

3.4 WECA will lead the project with a Smarter Payments and Integrated Ticketing Board established to oversee programme and individual project delivery. This will include North Somerset and will rely on significant engagement with operators.

3.5 The below high-level programme plan outlines the likely phases of delivery.

Smarter payments and ticketing roadmap



Note: timings for phase 3 and 4 are dependent upon agreements that would need to be reached with bus and rail operators and are therefore harder to predict. These are also likely to be informed by progress of other ticketing systems nationally (such as TFN and TfWM). Phases 3 and 4 are likely to form a longer-term project of 2-5yrs beyond phase 2.

3.6 The phases of the programme are structured in such a way to enable establishment and development of the most appropriate solutions based on the most suitable and up to date technology – as well as enabling the West of England to benefit from the outcomes of the DfT funded ticketing smart ticketing projects led by Transport for the North and Transport for the West Midlands

3.7 Phase 1 delivery:

Phase 1 projects have been identified that can be progressed with the aim of:

- A. Supporting smaller bus operators to be able to replace ageing equipment and introduce contactless bank card payment technology through upgrading on bus ticket machines.

This would provide a standard technology for bus payments and ticketing in order to support the current payment and barcode ticketing (100% of bus operators in the area being able to accept standardised contactless bank payments and barcode tickets).

Without support to assist in upgrading bus ticketing equipment, the majority of bus operators will continue to use existing equipment. Whilst this equipment meets basic standards, it does not deliver a smart / integrated ticketing solution across the region, limiting the ability of achieving the draft JLTP4 outcomes.

A Full Business case for the equipment replacement project has been developed and is reported elsewhere on the WECA committee agenda (item 15).

- B. Continue engagement with all stakeholders (bus/ rail/ ferry/ public sector) to define and develop the future payments and ticketing offer and the approach to deliver this (to enable deliverable projects to be defined and developed for the subsequent phases). Engagement of specialist consultancy advice as necessary to support the development of technical elements as proposals are developed.

3.8 North Somerset Council are actively involved in phase 1 of the project and are providing £40k to support the purchase and implementation of ticket machines for smaller operators, operating within the North Somerset Council area. This contribution is alongside the £418k contribution from WECA for smaller operators within the WECA area. In addition, the long-term proposal is to deliver an integrated ticketing offer which is scalable across modes, operators and areas and as such North Somerset Council will be involved in project discussions to ensure that a consistent and scalable approach for the West of England region is considered from the outset.

Timescales and resources

3.8 The below draft schedule details the key activities and timeline for delivering the proposed Phase 1 projects:

PHASE 1		2019/20				2020/21			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1	Standardise on bus payments/ticket technology								
1.1	Develop agreements (lease/hire and framework call off)								
1.2	Ticket machines orders placed (as agreements signed)								
1.3	Ticket machines install (including setup and migration support)								
1.4	Go live testing and support								
1.5	All participating operators live (cEMV and barcode capability)								
1.6	Project Closure								
2	Operator engagement/ future phase development								
2.1	Bus operator engagement								
2.1.1	Operator discussions (ticket and PAYG technology)								
2.1.2	Operator discussions (harmonise/simplify ticket range)								
2.1.3	Technical options and delivery pathway development								
2.1.4	Report on outcome of discussions and technical/delivery options								
2.2	Rail operator engagement								
2.2.1	Operator discussions								
2.2.2	GWR rail franchise award								
2.2.3	Technical options and integration into national PAYG plans								
2.2.4	Report on outcome of discussions and technical/delivery options								
3	Phase 1 boundary/ gateway review								
3.1	Carry out stage boundary/gateway and next phase review								
3.2	Sign off to proceed with next phase identified projects								

3.9 The West of England smart / integrated ticketing project was historically led by South Gloucestershire Council on behalf of the Region. As part of the transition to WECA, the relevant officers will be seconded into WECA and continue to support the project.

3.10 Given the nature and scope of the technology requirements for the project, it is anticipated that the project needs to procure support from consultants to provide recommendations on technology options to progress the project and anticipated project costs.

4. Consultation

4.1 The ongoing development of the project will require considerable stakeholder engagement over the anticipated term of the project, with consideration given to the membership of a working group to ensure that on-bus technology is acceptable to operators.

5. Other Options Considered

5.1 Smart / integrated ticketing within the region is a central pillar to the identified strategic approach within the draft JLTP. A do-nothing approach would leave a significant portion of the JLTP requirements underdeveloped and unable to be progressed.

5.2 In addition, the approach underpins transport mitigations in support of the Joint Spatial Plan, providing reassurance to stakeholders as part of the Joint Spatial Plan Examination in Public, that projects are being taken towards longer-term delivery.

6. Risk Management/Assessment

6.1 Risks exist in relation to a do-nothing approach and the effect this will have on restricting development and growth as well as the impact that the lack of forward planning could have on the confidence around the delivery of both the Joint Local Transport Plan and Joint

Spatial Plan. A risk log for Phase 1 is included within the Full Business Case.

- 6.2 Risks exist in relation to understanding how a solution developed for different markets in TfN or TfWM could be applied in the West of England.

7. Public Sector Equality Duties

- 7.1 The public sector equality duty created under the Equality Act 2010 means that public authorities must have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimization and other conduct prohibited by the Act.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.
- 7.2 The Act explains that having due regard for advancing equality involves:
- Removing or minimizing disadvantages suffered by people due to their protected characteristics.
 - Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
 - Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.
- 7.3 The general equality duty therefore requires organisations to consider how they could positively contribute to the advancement of equality and good relations. It requires equality considerations to be reflected in the design of policies and the delivery of services, including policies, and for these issues to be kept under review.
- 7.4 An Equality Impact Assessment and a Health Impact Assessment has been undertaken as part of Environment Report for the new JLTP4.

8. Finance Implications, including economic impact assessment where appropriate

- 8.1 The prioritisation report on this agenda (item 15) provides provisional funding allocations for identified projects. The smart / integrated ticketing project has been included with a funding allocation of £0.75m.
- 8.2 A Full Business Case has been created for the Phase 1 element to support bus operators in standardising payment / ticket technology seeking £418k from the Investment Fund. This is reported as part of the prioritisation report on the WECA committee agenda.
- 8.3 An initial sum of £300k is requested to fund:
- Officer support to establish operator engagement,
 - Officer support to develop the future phases,
 - Officer support to manage the initial phase of the project; and
 - Engage specialist consultant support if necessary.

This will be drawn down through the completion and approval of a Feasibility and Development Funding Application.

- 8.4 As part of the project it is proposed to offer the use of WECA purchased ticket machines to smaller operators in order to increase the provision of cashless payments across all of the bus fleet operating in the West of England. Typically, smaller operators and those contracted to provide supported bus services have been unable to justify the upfront purchase of this equipment and are unable to lease the equipment at full market value. It is therefore proposed to offer lease

arrangements to these operators at less than market value in order to secure the take up of this equipment, subject to state aid compliance. The proposed details are contained within the Ticket machine purchase business case and have been reviewed by WECA finance officers.

Advice given by: Malcom Coe, Director of Finance

9. Legal Implications

9.1 There are no legal implications identified resulting from the proposed progression of the wider Integrated Ticketing project.

9.2 As identified in recommendation 1.3, equipment purchased as part of the project, is proposed to equip smaller bus operators with ticket reader machines. These will be installed by, leased and maintained by smaller operators for a period of 5 years at which point the asset will be returned to WECA. The precise arrangement for the lease agreement will need to be drawn up by officers in consultation with Legal and leases would then be entered into by the S73 Officer on behalf of WECA. Any arrangement will be state aid compliant

Advice given by: Shahzia Daya, Director of Legal

10. Land/Property Implications

None arising from this report. Land/property implications arising from the overall project or individual elements / schemes will be managed through their respective design processes.

11. Human Resources Implications

11.1 Initially it is anticipated that a senior project manager would be appointed to lead the projects. This will require a level of seniority and mix of skills consistent with the complexity of the project. The current lead officer for the project will be seconded into WECA for the duration of the project. This will be funded from the £300k that is being requested in this report.

11.2 Further project support will be required over Phase 1 however this will be developed as part of the tender award process over the term of the project as resourcing needs become clearer.

Advice given by: Alex Holly, Head of HR

12. WECA COMMITTEE RECOMMENDATIONS:

12.1 The Committee is asked to endorse the outline programme and approve the formation of a programme/projects board.

12.2 The Committee is asked to note the proposed initial draw down of £300k to progress with the phase 1 officer support / potential external consultancy support and delegate approval of the detail of the award through a Feasibility and Development Funding Application to the WECA Chief Executive in consultation with the West of England Chief Executives

12.3 The committee is asked to give authority for the WECA S73 officer to lease equipment to small bus operators at less than market rate as set out in the contactless upgrade Full Business Case subject to state aid regulation compliance

JOINT COMMITTEE RECOMMENDATION:

- 12.4 The Joint Committee is asked to endorse the proposed next stages of the Integrated Ticketing project.**

Appendices

Appendix 1 West of England 2016 Smart and integrated ticketing vision, powers, and delivery pathway report

Background papers:

West of England draft Joint Local Transport Plan 4, WECA committee 18th January 2019

West of England Combined Authority Contact:

Any person seeking background information relating to this item should seek the assistance of the contact officer for the meeting who is Ian Hird / Tim Milgate on 0117 332 1486; or by writing to West of England Combined Authority, 3 Rivergate, Temple Way, Bristol BS1 6ER; email: democratic.services@westofengland-ca.gov.uk

Smartcard Programme Board

8th July 2016

Smart and integrated ticketing vision, powers, and delivery pathway report

Executive summary

Initial workshop activities have enabled the development of both a draft high level vision for smart and integrated ticketing as well as a pathway to delivery - utilising powers and funding available through the Bus Services Bill and the potential devolution deal.

The delivery pathway is based on a three stage approach:

- Phase 1 Quick wins** (deliverable with current systems but require operator commitment)
- Phase 2 Simplify existing ticketing** (negotiated with operators using the ‘stick’ of new powers)
- Phase 3 Enhanced ticketing/technology refresh** (use of new powers; governance; and systems to delivery ‘Oyster’ style ticketing)

It is recommended that the Board:

- 1. Reviews and comments on the high level vision (refining the vision)**
- 2. Reviews and comments on the proposed powers/control statement**
- 3. Endorses the proposal to seek funding provision within the proposed devolution deal to deliver the vision**

1. Introduction

- 1.1 The West of England Partner authorities have held long standing aspirations to develop smart and integrated ticketing in the area as part of increasing the attractiveness, and removing barriers to, public transport and supporting the wider goal to grow the market; increase patronage; and reduce congestion.
- 1.2 In early 2016 it became clear that the landscape, in terms of technology; customer requirements; and the willingness for the authorities to take a greater role in delivery through new powers and funding opportunities, had changed due to the current approach of small scale projects and operators own commercial initiatives not delivering the integrated and customer centric outcome that was desired.
- 1.3 In May 2016 a workshop was held with officers from the four authorities, as well as the West of England Office, to begin work on:
 - a) Developing a high level customer centric vision for smart and integrated ticketing
 - b) Identifying high level requirements for, and approaches to, technology in order to support this vision
 - c) Identifying key areas where additional powers may be required to deliver both the vision and the technical requirements, should a partnership approach fail to do so, to inform current devolution ‘ask’ activities.

Notes from the workshop are included as **Appendix 2**

2. A vision for smart and integrated ticketing

- 2.1 The workshop identified key concepts under the three areas of Customer Experience and Technology as an Enabler which are summarised below:

Customer Experience

<ul style="list-style-type: none"> • Simplicity • Consistent Experience • Choice • Best Value 	<ul style="list-style-type: none"> • <u>Single branding</u> • Easy to communicate • Information • Wider than transport
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Technology as an Enabler

<ul style="list-style-type: none"> • One customer front end • One piece of technology will not suit everyone • Exploit technology that customers already have 	<ul style="list-style-type: none"> • Consistency of technology and performance • Customer accounts – back office does the work
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- 2.2 Based on the above the below draft vision statement has been developed:

Smart and Integrated Ticketing Vision

A unified smart payments and ticketing platform across all modes of public transport in the West of England area in order to provide a simple and consistent experience for all public transport users. We will deliver a customer focused system under a single brand with best value fare and pay as you go travel using the latest contactless and mobile technologies.

- 2.3 It should be noted that the workshop participants identified a clear need to better understand our customer needs and how they access public transport, to refine the vision in order to develop a detailed strategy and delivery plan.

3. Powers and Controls

- 3.1 The workshop identified key areas of power and control which would need to be addressed to guarantee successful delivery of the customer experience and technology vision. These areas/powers are summarised below:

Powers & Control

<ul style="list-style-type: none"> • Ability to create consistency across all public transport • Creation of a single offering for customers 	<ul style="list-style-type: none"> • Mandate common payment systems and methods • Common ticket rules and possibly a single ticketing scheme
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- 3.2 Based on the workshop session the below draft statement of powers and controls has been developed:

Smart ticketing objectives

In order to deliver the vision of smart and integrated ticketing West of England authorities shall:

- *Introduce a single brand, unified back office and common customer interfaces for smart ticketing*

- *Simplify and harmonise ticket ranges across the area*
- *Deliver a common customer experience through introducing standard single ticket machine to be used on all buses*
- *Deliver common cashless payment and ticketing systems accepted on all buses in the area and for local rail. This will initially be based on an electronic purse stored on a smartcard before including other payment mechanisms and/or technologies*
- *Introduce best value fare and capping, through smart payments/ticketing*

- 3.3 The matrix of powers available following introduction of the Bus Services Bill (see Appendix 1, page **Error! Bookmark not defined.**) indicate that delivery of the objectives described above will be greatly facilitated through the new **Enhanced Partnerships**. The West of England Mayoral Combined Authority (MCA) currently proposes that powers to franchise bus services be granted. These powers may be necessary to deliver non-ticketing objectives of the MCA; but also, where agreement to deliver the above ticketing objectives through EPs cannot be reached. As can be seen from the matrix of powers, franchising powers exceed those required for ticketing through Enhanced Partnerships.
- 3.4 Were the MCA to wish to set individual operator fare structures, this could only be achieved through franchising of services.

4. Delivery Approach

- 4.1 Development of the strategies and delivery plans will take time to complete and new powers/partnership working structures/funding sources from the bus bill and potential devolution deal will not be available until 2018. The West of England have however already invested in existing smart ticketing systems which, through negotiations with operators, could deliver quick wins over the next 12 to 18 months.

4.2 Phased Approach

It is proposed that a three stage approach be adopted in order to maximise the potential of existing systems and tickets already in place and deliver new systems and functionality in a staged approach over the next three to five years.

Phase 1: Quick wins

- Build on existing ITSO smartcards creating a universal smartcard e-purse accepted on all buses
- Attractive and simplified multi-operator ticketing

Phase 2: Simplifying existing ticketing

- Harmonised rules for area boundaries, consistent entitlement, and stages
- Expand e-purse and ticketing delivered in phase 1 to local rail (where and if possible)

**Expansion to local rail at this stage would likely be limited to specific lines/routes and be based on handheld validators. Gated stations are not included.*

Phase 3: Enhanced ticketing/technology refresh

- Common ticket and retail website and mobile app

- Standardise on-bus ticket machines
- Single customer account for all local bus
- Automatic correct fare calculation (record boarding and alighting)
- Fare capping / best fare calculation

Details of the proposed delivery phases and timeline are included in **Appendix 1**.

4.3 Funding

To achieve the vision the Authorities will be taking on a much greater role in ticketing than it has done in the past and therefore both capital and ongoing revenue funding will have to be committed (for both system setup/ development and ongoing management and administration of the common platform/brand).

Cost estimates for programme

Year	1 - 2	2	3	4	5	Total
Phase	1	2	3			
Capital cost (£k)	50	50	3100	100	100	3400
Revenue cost (£k)	50	50	100	250	250	700

**Note: the above cost estimates do not include costs associated with the setup of banking back office systems as it is assumed that a central system will be available through ITSO or another party (TfL/ TfGM/ big 5 bus operators)*

4.4 It is recommended that budget be ring-fenced in the proposed devolution deal to deliver Phases 2 and 3 as well as the ongoing revenue costs

4.5 A funding source for the initial Phase will need to be identified and allocated

5. Next Steps

1. Refine the vision and endorse
2. Refine/develop the activities/scope and cost estimates
3. Refine 'powers' statement to meet devolution process requirements
4. Confirm funding approaches for all phases
5. Engage with Enhanced Partnership strategy development task and finish group to define the bus strategy project (resources not yet identified)



WEST OF ENGLAND COMBINED AUTHORITY COMMITTEE

19 JULY 2019

REPORT SUMMARY SHEET

BUS INFRASTRUCTURE DELIVERY UPDATE

Purpose

The report seeks in-principle agreement for the recruitment of a project management post to support the delivery of the bus infrastructure and complementary schemes.

The report also provides an update for members on progress with the West of England bus strategy and the proposed next stages related specifically to bus infrastructure.

Summary

This report includes the following key information:

- Background on the work undertaken so far on the bus strategy.
- Details of the approach to managing a programme of bus infrastructure improvements.
- Information about other measures in development which would support the region's offer as part of the emerging bus partnership framework.

Recommendations

Members of the Combined Authority Committee are asked to:

1. Endorse the approach to progress the bus infrastructure proposals.
2. Approve the recruitment of a senior project manager to co-ordinate the delivery of the bus infrastructure proposals in the short to medium term.
3. Note the proposed draw down of £200k to resource the bus programme, bus deal principles and progress the further development of the bus strategy in advance of public consultation; and delegate approval of the detail of the award through a Feasibility and Development Funding Application to the West of England Combined Authority Chief Executive in consultation with the West of England Chief Executives.

Contact officer: Jason Humm

Position: Head of Transport

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REPORT TO: WECA COMMITTEE

DATE: 19 JULY 2019

REPORT TITLE: BUS INFRASTRUCTURE DELIVERY UPDATE

DIRECTOR: DAVID CARTER

AUTHOR: JASON HUMM

1. Purpose of Report

- 1.1 To seek in principle agreement for the recruitment of a project management post to support the delivery of the bus infrastructure and complementary schemes.
- 1.2 To update members on progress with the West of England bus strategy, and the proposed next stages related specifically to bus infrastructure.

2. Background

2.1 The Bus Strategy is a Mayoral function and is an integral element to the draft Joint Local Transport Plan 4 (JLTP4). A working group chaired by WECA and made up of officers from all the local authorities, including North Somerset Council, are producing the Bus Strategy document.

2.2 The strategy is one of three interlinked projects which support the delivery of bus services within the region:

- Bus Strategy;
- Bus Infrastructure delivery; and
- Integrated Ticketing.

All three projects are progressing in parallel, and although complementary, are not critical path dependent upon each other at the current time.

2.3 In addition, powers available to Local Authorities through the Bus Services Act 2017 permit WECA to take a proactive role in the bus service provision for the Region. As a minimum, this is likely to initially entail WECA and the Constituent Authorities entering into an agreement with bus operators regarding joint (authority and operator) investment in bus infrastructure and services.

Bus Strategy - Update

- 2.4 Progress with the bus strategy was last reported to WECA Committee on 30th November 2018, and further progress is summarised below.

Stage 1 of the bus strategy was commenced in Summer 2018, with the following work areas:

- Confirmation of strategy objectives (linked to the JLTP objectives);
- Commissioning of consultant support (Arup);
- A first round of operator engagement, to clarify operator opinion at an early stage on the issues they face;
- An assessment of the performance of the current network;
- The production of an operating cost model (to provide an independent understanding of network operating cost and revenue levels);

- A high-level assessment of delivery mechanisms; and
- Production of an overview document alongside the Joint Local Transport Plan.

2.5 The second phase of the work is currently underway and includes the following work areas:

- Completion of the network review;
- An assessment of options for changes to the network, including rural and inter-urban networks and analysis of the current local market and further operator engagement;
- Bus information and ticketing strategies;
- The subsequent production of a strategy document to support consultation on key principles; and
- Consultation and subsequent adoption.

2.6 It is clear that the level of detail involved in elements such as the route analysis, operator engagement and assessment of operating cost models has required considerably more detail than the joint officer working group had envisaged. In addition, it has recently been agreed to widen the scope of the current strategy to include developing the understanding of the rural bus provision, supported services and community transport across the region and the potential for these to be adjusted to reflect current stakeholder aspirations.

2.7 The review of the network has estimated total operating costs for the network at around £105 million per year. There is a relatively small amount of service competition between operators, but no evidence of excess profiteering. Although detailed analysis has not been possible, FirstGroup's recently published accounts indicate an operating profit of around 7.5% for Firstbus as a whole.

2.8 Journey times are unpredictable due to traffic congestion (including roadworks) and there has been a progressive reduction in the number of urban cross-city services as a result. Services to rural areas have been historically reliant on revenue support and financial risks to operators have increased pressure on local authority budgets. Bus fares are broadly comparable with other equivalent areas of the UK, although passengers relate to specific routes rather than a network as a whole, which suggests untapped demand.

2.9 An appraisal of alternative network options forms a key part of the work programme. Arup have suggested that the promotion and operation of an interchange-based network has significant potential to boost passenger numbers, by opening up a wider range of potential trips, simplifying the network and passengers' awareness of it and normalising the concept of transfer. However, an interchange-based network, where passengers can access wider destinations outside of the central areas, will require a significantly higher proportion of cross-city services than is currently the case, (operators have tended to split cross-city services in the city centre due to reliability issues). This will require the provision (and enforcement) of further bus priority measures together with improvements in ticketing and information provision. Work on network options to date has focussed on the wider Bristol urban area and further assessment and funding is required to cover inter-urban corridors, rural areas, free-standing towns and city centres.

2.10 The need for bus revenue support is expected to remain for the foreseeable future, and the strategy will include a review of how supported services are prioritised to take better account of issues such as links to economic output, available alternatives, rural isolation and the need to provide socially-necessary/inclusive services. The network review will also consider the role and extent of community transport operations.

2.11 The appraisal of delivery frameworks to date has involved assessments of franchising (where local authorities and/or WECA would specify fares and frequencies and bus operators tender to provide them), alongside an Enhanced Partnership Plan (which provides some additional powers to current arrangements), and existing operating arrangements.

- 2.12 Franchising allows an authority to specify and tender for bus services provision and receive the fare box related to the services. This allows greater control over service levels but transfers the risk regarding revenue generation from fares (from which to pay the operator) to the Authority, rather than this resting with the bus operator as a commercial venture. Operators tendered rates will inevitably still include a commercial profit and franchising itself does not generate additional patronage or revenue into the system. Hence it is also important to highlight that any franchising recommendation may have significant implications for revenue support budgets which would need to be underwritten by the constituent authorities.
- 2.13 Following engagement with operators, and the expansion of scope to cover subsidised services and community transport, consultation on key principles is now scheduled to be undertaken in late 2019, including soliciting views on an interchange-based network approach, support for reallocation of road space from car to bus, cross-subsidy between routes and priorities for bus revenue support.
- 2.14 Work areas have proved to be substantial and interlinked, and a total of £100k further funding is required (included in the funding request within this report) to complete the appraisal to a sufficient standard to support public consultation later in the year.

3 Bus Infrastructure

- 3.1 Significant investment has been made in public transport infrastructure improvements across the region over the past 10 years. This has contributed to the significant recent growth in bus passenger numbers, against a declining national picture. To capitalise and build upon this success, additional bus infrastructure options are being developed by the UA's, their consultants and the operators.
- 3.2 To progress the delivery of these infrastructure improvements across the region, there is a need for centralised co-ordination / programming. This will allow infrastructure schemes to better complement each other authority boundaries and for the infrastructure to better align with the bus strategy and integrated ticketing programme. This will bring more effectiveness to negotiations with operators in relation to potential enhance quality partnerships and / or a regional 'bus deal'.
- 3.3 The proposals are primarily corridor based and can be broadly categorised as looking at introducing / improving bus lane infrastructure, upgraded stop infrastructure and traffic management improvements.
- 3.4 As the proposals have been developed by different organisations, they have been completed to varying levels of detail. To enable a delivery programme to be developed, there is a need to undertake further assessment and appraisal on the long list, with specific focus on fast track schemes which can be constructed within the next two years. The appraisal criteria for the fast track schemes are to be confirmed but are likely to focus on proposals which improve journey times through, for example, re-phasing of traffic signals, remodelling of bus stops and pedestrian crossing facilities or more modest infrastructure changes at local congestion hot-spots.
- 3.5 There is also a need to develop and coordinate other elements of the 'bus deal';
- Further develop and refine overall strategy and direction of Bus Deal;
 - Co-ordinate with integrated ticketing strategy;
 - Develop strategic bus governance processes;
 - Co-ordinate complimentary measures, such as branding, communications etc; and
 - Co-ordinate the approach to future constraint measures such as private car access to central areas, cost and availability of central parking etc.

3.6 The successful delivery of the tasks outlined above, which are essential to the success of the overall bus deal over the next 2 to 5 years will require procurement of a dedicated officer resource. They will primarily co-ordinate the bus infrastructure programme, but will also take a lead role in agreeing the terms of partnership working and associated agreements with bus operators.

Alignment with other work

3.7 There are multiple major bus schemes proposed for the region as well as numerous complimentary work strands in development, such as:

Example potential bus schemes:

- The consolidation of existing metrobus routes;
- The rollout of future metrobus routes;
- Bath area bus improvements
- Strategic park and ride sites
- Greater Bristol Bus Network II

Example complimentary work strands:

- MetroWest and urban rail improvements.
- The completion of the West of England Mass Transit Early Phase Options Report.
- Greater Bristol Area Feasibility Study, (at the sub national / regional level): WECA/DfT;
- BSWEL (Bristol South West Economic Link): North Somerset Council;

The Integrated Ticketing report on this agenda provides further detail of one of the complementary projects within the emerging bus partnership framework.

Timescales and resources

3.8 Assessment / appraisal work is required to collate potential bus schemes across the region and to identify schemes which provide opportunities to fast track some key elements of infrastructure. There may also be the need to potentially remove / rescope undeliverable schemes, or schemes with limited benefit to a negotiated partnership arrangement with operators. Given the nature and scope of the work required, it is anticipated that WECA will need to procure support from consultants to develop the detail of any schemes to allow assessment / appraisal to be undertaken. Further support to develop the associated businesses cases may also be required.

3.9 This assessment / appraisal work is to be progressed over next few months, with the developed programme and supporting business case to be presented to the committee later this financial year for approval.

3.10 The development and formation of the Strategic bus governance is to be scoped and delivered over the next few months, with the aim of implementing revised and co-ordinated governance in 2019. This governance will be agreed with Directors across the region but is likely to replicate the current Programme Board arrangement for rail schemes, where a single board oversees and co-ordinates, at a high level, a range of significant individual projects each with its own project team and project board.

4 Consultation

4.1 The objective of step change in public transport mode share is clearly stated within the current draft JLTP. The Draft JLTP was approved and consultation by the West of England Joint Committee on the 18th January 2019 and public consultation undertaken through February

and March. It is anticipated that the JLTP would be adopted in 2019.

- 4.2 It is proposed to consult on the bus strategy towards the end of 2019. Individual schemes developed by UA's would still be subject to the current WECA business case submission and approval process. Any approved schemes would still be subject to usual design and public consultation processes
- 4.3 North Somerset Council will be involved in the discussions regarding the developing bus strategy and consideration of rural transport solutions so that consistency and (where possible) co-ordination can occur across the region. In addition, North Somerset Council will also be involved in any discussions regarding a Head of Terms Agreement with bus operators so that a consistent template could be applied across the West of England region in the future.

5 Other Options Considered

- 5.1 An increase in bus mode share within the region is a central pillar to the identified strategic approach within the draft JLTP. A do-nothing approach would leave a significant portion of the JLTP requirements underdeveloped and unable to be progressed.
- 5.2 In addition, the approval of this work would be timely in providing reassurance to stakeholders as part of the JLTP consultation and as part of the Joint Spatial Plan Examination in Public, that key projects are being taken towards delivery.

6 Risk Management/Assessment

- 6.1 Risks exist in relation to a do-nothing approach and the effect this will have on restricting development and growth as well as the impact that the lack of forward planning could have on the confidence around both the Joint Local Transport Plan and Joint Spatial Plan.
- 6.2 Risks also exist around the current high level of scheme designs and the affordability / ability to deliver the proposals. The requirement to develop scheme designs to undertake further appraisal will manage the risk of unaffordable / undeliverable proposals being advanced. The requirement for a scheme Benefit Cost Ratio (BCR) > 2.0 also ensures value for money in relation to the capital investment.

7 Public Sector Equality Duties

- 7.1 The public sector equality duty created under the Equality Act 2010 means that public authorities must have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimization and other conduct prohibited by the Act.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.
- 7.2 The Act explains that having due regard for advancing equality involves:
- Removing or minimizing disadvantages suffered by people due to their protected characteristics.
 - Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
 - Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

- 7.3 The general equality duty therefore requires organisations to consider how they could positively contribute to the advancement of equality and good relations. It requires equality considerations to be reflected in the design of policies and the delivery of services, including policies, and for these issues to be kept under review.
- 7.4 An Equality Impact Assessment and a Health Impact Assessment has been undertaken as part of Environment Report for the new JLTP4.

8 Finance Implications, including economic impact assessment where appropriate

- 8.1 The prioritisation report (WECA committee 14.06.2019, Item 13) provides a provisional funding allocation of £200k for the Bus Strategy and Deal.
- 8.2 The bus infrastructure proposals within this report have a number of financial implications:
- Funding of officer resources to coordinate and programme works.
 - Further scheme development and appraisal will need to be undertaken for majority of schemes, together with associated costs, to work up proposals.
 - Scheme construction costs will also be required for schemes approved at full business case.
- 8.3 An initial sum of £200k is required to complete the bus strategy and establish early project support to develop the governance, programme and agreement of bus deal principles. This funding will be released through the completion and approval of a Feasibility and Development Funding Applications.
- 8.4 The outcome the long list appraisal work, the developed scheme programme and supporting business cases will be brought to committee as part of future business case approvals related to allocation of the WECA Investment Fund.

Advice given by: Malcolm Coe, Director of Finance

9 Legal Implications

- 9.1 The development of any partnership arrangement will require legal consideration with regard to the content of potential agreements and alignment with the Bus Services Act 2017. It is anticipated that initially a Head of Terms agreement would be entered into with the bus operators in advance of future agreement on the more details content relating to bus infrastructure provision and funding.

Advice given by: Shahzia Daya, Director of Legal

Land/Property Implications

- 10.1 None arising from this report. Land/property implications arising from the overall project or individual elements / schemes will be managed through their respective design processes.

Human Resources Implications

- 11.1 Initially it is anticipated that a senior project manager would be appointed to develop and lead the bus infrastructure programme. This will require a level of seniority and mix of skills

consistent with the complexity of the project. Given the timescale of the post, this will require selection through an open recruitment process. The first 12-18 months of this post will be funded from the allocation being requested in this report and it is expected that ongoing costs, as the bus infrastructure programme develops, will be funded through the capital programme.

Advice given by: Alex Holly, Head of Human Resources

12. RECOMMENDATION:

- 12.1 The Committee is asked to endorse the approach to progress the bus infrastructure proposals.**
- 12.2 The Committee is asked to approve the recruitment of a senior project manager to co-ordinate the delivery of the bus infrastructure proposals in the short to medium term.**
- 12.3 The committee is asked to note the proposed draw down of £200k to resource the bus programme, bus deal principles, progress the further development of the bus strategy in advance of public consultation, and delegate approval of the detail of the award through a Feasibility and Development Funding Application to the WECA Chief Executive in consultation with the West of England Chief Executives.**

Appendices

None.

Background papers:

West of England draft Joint Local Transport Plan 4, WECA committee 18th January 2019

West of England Combined Authority Contact:

Any person seeking background information relating to this item should seek the assistance of the contact officer for the meeting who is Ian Hird / Tim Milgate on 0117 332 1486; or by writing to West of England Combined Authority, 3 Rivergate, Temple Way, Bristol BS1 6ER; email: democratic.services@westofengland-ca.gov.uk

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WEST OF ENGLAND COMBINED AUTHORITY COMMITTEE

19 JULY 2019

REPORT SUMMARY SHEET

INVESTMENT FUND

Purpose

1. To note a four-year prioritised Investment Programme for the period up to March 2023.
2. To seek approval for Investment Fund feasibility, development and delivery funding, and for change requests for schemes within the current approved programme.

Recommendations

The Committee is asked:

1. To endorse the submission of the Western Gateway Major Road Network (MRN) bids in South Gloucestershire;
2. Approve the outline business case for MetroWest Phase 1 subject to the supply of a detailed cost breakdown and an updated programme;
3. To award an additional £1.3m to progress Mass Transit development as set out in the Feasibility and Development Funding Application;
4. To award £212,500 to the Winterbourne/Frampton Cotterell bypass and Coalpit Heath/Westerleigh bypass study as set out in the Feasibility and Development Funding Application;
5. To award £100,000 to develop a Full Business Case for Local Walking and Cycling Infrastructure as set out in the Feasibility and Development Funding Application;
6. To award £300,000 to develop an Outline Business Case for Yate Park and Ride and £500,000 to develop Outline Business Cases for other sites as set out in the Feasibility and Development Funding Applications.
7. To approve the change request for the Cribbs Patchway MetroBus Extension project and the award of an additional £300,000;
8. To approve the Full Business Case for the On Bus Contactless Bank Card Payment project and award of £418,000;
9. To approve the Feasibility and Development Funding Application and the award of £150,000 for Modern Methods of Construction Pilots/Trials;

10. To approve the allocation of £2.275m for Strategic Masterplanning and the award of £275,000 of this funding to WECA to support the development of business cases, and £500,000 for the Yate Urban Living Opportunity Area, as set out in the Feasibility and Development Funding Applications.
11. To reserve £34.3m of the £50m approved Land Acquisition Fund to risk manage financial commitments within the overall funding available up to March 2023;
12. To make an indicative allocation of £23m as match funding in support of the Housing Infrastructure Fund bid subject to successfully obtaining government funding, confirmation of local contributions and submission of business case;
13. To approve the Feasibility and Development Funding Application for Energy Strategy Action Planning / Climate Change Planning and the award of £250,000 to produce an Option Assessment Report;
14. To approve the Full Business Case for the Research and Innovation Challenge Fund and award of £242,000 subject to securing ERDF funding;
15. To approve the Full Business Case for Workforce for the Future and award £4m of Investment Fund subject to securing ESF and finalising the Monitoring and Evaluation Plan;
16. To set aside £20m within the £350m Investment Programme, (up to March 2023), to respond to future opportunities and challenges;
17. To approve the establishment of a WECA Programme Management Office for the delivery, and management, of a regional capital programme with the creation of three core posts to be funded initially through WECA Treasury Management surpluses;
18. WECA to assume responsibility for the promotion and delivery of MetroWest Phase 2 from South Gloucestershire Council, subject to review and appropriate update of the Development Services Agreement with Network Rail.

Contact officer: Malcolm Coe

Position: Director of Investment and Corporate Services

Email: Malcolm.Coe@westofengland-ca.gov.uk

REPORT TO: WEST OF ENGLAND COMBINED AUTHORITY

DATE: 19 July 2019

REPORT TITLE: INVESTMENT FUND

AUTHOR: MALCOLM COE, DIRECTOR OF INVESTMENT AND CORPORATE SERVICES

Purpose of Report

1. To note a four-year prioritised Investment Programme for the period up to March 2023 and
2. To seek approval for Investment Fund feasibility, development and delivery funding, and for change requests for schemes within the current approved programme.

Recommendations:

The Committee is required to:

1. To endorse the submission of the Western Gateway Major Road Network (MRN) bids in South Gloucestershire;
2. Approve the outline business case for MetroWest Phase 1 subject to the supply of a detailed cost breakdown and an updated programme;
3. To award an additional £1.3m to progress Mass Transit development as set out in the Feasibility and Development Funding Application;
4. To award £212,500 to the Winterbourne/Frampton Cotterell bypass and Coalpit Heath/Westerleigh bypass study as set out in the Feasibility and Development Funding Application;
5. To award £100,000 to develop a Full Business Case for Local Walking and Cycling Infrastructure as set out in the Feasibility and Development Funding Application;
6. To award £300,000 to develop an Outline Business Case for Yate Park and Ride and £500,000 to develop Outline Business Cases for other sites as set out in the Feasibility and Development Funding Applications.
7. To approve the change request for the Cribbs Patchway MetroBus Extension

project and the award of an additional £300,000;

8. To approve the Full Business Case for the On Bus Contactless Bank Card Payment project and award of £418,000;
9. To approve the Feasibility and Development Funding Application and the award of £150,000 for Modern Methods of Construction Pilots/Trials;
10. To approve the allocation of £2.275m for Strategic Masterplanning and the award of £275,000 of this funding to WECA to support the development of business cases, and £500,000 for the Yate Urban Living Opportunity Area, as set out in the Feasibility and Development Funding Applications.
11. To reserve £34.3m of the £50m approved Land Acquisition Fund to risk manage financial commitments within the overall funding available up to March 2023;
12. To make an indicative allocation of £23m as match funding in support of the Housing Infrastructure Fund bid subject to successfully obtaining government funding, confirmation of local contributions and submission of business case;
13. To approve the Feasibility and Development Funding Application for Energy Strategy Action Planning / Climate Change Planning and the award of £250,000 to produce an Option Assessment Report;
14. To approve the Full Business Case for the Research and Innovation Challenge Fund and award of £242,000 subject to securing ERDF funding;
15. To approve the Full Business Case for Workforce for the Future and award £4m of Investment Fund subject to securing ESF and finalising the Monitoring and Evaluation Plan;
16. To set aside £20m within the £350m Investment Programme, (up to March 2023), to respond to future opportunities and challenges;
17. To approve the establishment of a WECA Programme Management Office for the delivery, and management, of a regional capital programme with the creation of three core posts to be funded initially through WECA Treasury Management surpluses;
18. WECA to assume responsibility for the promotion and delivery of MetroWest Phase 2 from South Gloucestershire Council, subject to review and appropriate update of the Development Services Agreement with Network Rail.

Background

3. The West of England Devolution Deal secured £900m for the creation of an Investment Fund forming part of a wider investment programme for the region. Aligned to regional strategies, the objective for this investment programme is to boost and strengthen economic growth in the West of England Combined Authority area through delivering:
 - Effective, resilient infrastructure;
 - World class skills for employment; and
 - Businesses that succeed

4. Government has set out how it expects funding arrangements for the Investment Fund to provide due transparency, accountability and ensure value for money. The way that these requirements are met is set out in the West of England Local Growth [Assurance Framework](#).

Investment / Transforming Cities Fund Programme

5. The Committee has previously approved a number of Investment Fund allocations or awards which are set out within this report. The Capital Strategy report, approved in February 2019, set out the planned approach for establishing a thematic 20-year programme aligned with regional priority outcomes and objectives as detailed within the published WECA Operating Framework.
6. Within the indicative 20-year investment programme, it is important to be able to match income cash flow with the requirement to spend to ensure affordability. The Transforming Cities Fund, (of £103m), has to be fully utilised by March 2023 and applying the same time frame to the available funding through the Investment Fund would generate income of £210m. Therefore, total WECA funding available up to March 2023 amounts to £313m
7. Previous experience indicates that, despite best endeavours, major capital programmes invariably have an element of slippage in terms of delivery. With this in mind, the WECA statutory finance officer has approved a level of structured over programming, over the next four years, to provide overall funding for the period of £350m. This represents a 12% excess over known funding available which is comparable with the approach taken in managing the Local Growth Fund programming for the region.
8. A Summary of all of the approved and allocated funding across the Investment Fund and Transforming Cities Fund is shown in **Figure 1** below, which includes the proposed awards and allocations included within this report.

Figure 1: Summary Table of Investment Programme up to March 2023:

	<u>£m</u>
Approved up to and including June 2019	138.23
Tail for all approved schemes up to June 2019	107.64
July Award	4.91
July Award / Allocation Tail to 2023	26.22
HIF Tail	23.00
Global Centres Innovation Excellence / B&S Spend	30.00
Opportunity Value / Challenges	20.00
Total	350.00

9. For each allocation and award, an allowance needs to be accounted for in terms of the subsequent costs for final delivery of the full scheme. For example, early allocations are

primarily for development and feasibility funding – but consideration has to be given for the costs of full business case formation and construction spend based on best estimates at any given point in time. This is referred to as the ‘tail’ to the current, and proposed, financial awards and allocations. We have reviewed and challenged the associated ‘tails’ of all schemes within the programme up to 2023 and formed an opinion on the most likely level of spend that will be incurred over the next four years. This financial position will be kept under constant review with any material updates to be reported back to Committee.

Strategic Prioritisation

Transport – what we are aiming to achieve

10. Most of our residents are moving around the region daily, constantly crossing council boundaries. Congestion in the region has a real impact on people’s quality of life and on the ability of our businesses to be productive. Affordable transport options to access employment opportunities present a barrier to many of our residents particularly in some of our more disadvantaged communities.
11. Our vision for the future of transport is that people will be able to move seamlessly around the region between work, home and leisure activities using affordable transport solutions that minimise the impact on the environment. Our new communities will be well integrated into this network. For many there will be no need for a car as a regional mobility service would allow them to move around the region in the most efficient and cost-effective way. This will lead to a significant reduction in vehicle numbers with walking / cycling being popular solutions in urban and semi urban areas as well as a network of public transport and shared mobility services across the region.
12. The consequences of this shift in the way people travel around our region will be reduced congestion, an improvement in air quality and less in carbon emissions.
13. The Western Gateway Sub National Transport Body (SNTB) has prioritised 7 Major Route Network (MRN) schemes with a total funding ask of £158.8 million during the 2020/25 funding window. The schemes prioritised focus on three key themes:
 - Managing urban vehicle movements within city regions to enable future housing and employment growth.
 - Improved access to Bristol Airport and planned growth hub/corridor.
 - Improved north / south connectivity within the sub-region improving linkages to the south coast from M4 / M5 (phase 1).
14. Building on the Wraxall Road Improvement scheme in the Investment Fund programme, South Gloucestershire Council are including two corridor schemes in the submission to improve junctions and increase capacity on the A4174 Ring Road. These schemes will support existing and forecast congestion and resilience issues on the northern section of the ring road between Filton Avenue and Coldharbour Lane and the eastern section between Lyde Green and Kingsfield roundabouts.

Recommendation to endorse the submission of the Western Gateway Major Road Network (MRN) bids in South Gloucestershire.

15. To deliver our transport vision, we have a number of strategic schemes, supported by short term capital projects that match our strategic objectives. These align with the emerging Joint Local Transport Plan and will help to deliver the Joint Spatial Plan. The current funding awards

and allocations are set out in **Figure 2**, with those seeking approval at this Committee highlighted and described in the sections below.

Figure 2: Transport Infrastructure Projects – Awards and Allocations as @ July ‘19

Funded Projects	Funding Awards and Allocations £000s
<i>Feasibility Studies</i>	
Southern Orbital	155
Mass Transit Options	300
East of Bath Strategic Link	250
A420 to Bath Highway Improvements	200
Bristol Temple Meads Masterplan	2,000
Greater Bristol Area Rail Feasibility Study	100
Winterbourne/Frampton Cotterell Bypass and Coalpit Heath/Westerleigh Bypass Study	413
<i>Business Case Development</i>	
WECA JSP Mitigations Outline Business Cases	1,600
A37 to A62 Improvements - Somer Valley EZ	280
Great Stoke Roundabout Improvements	550
Wraxall Road Roundabout Improvements	1,688
Hicks Gate Roundabout	460
MetroWest Phase 2	11,063
Charfield Station	1,200
Strategic Park & Ride	800
Bus Strategy and Deal	200
MetroWest Phase 1	5,860
Mass Transit	1,300
Integrated Smart Ticketing	300
Local Cycling & Walking Infrastructure Plan	100
<i>Schemes in Delivery</i>	
Real Time Information System Upgrade	559
Cribbs Patchway Cycle Links	3,325
Cribbs Patchway MetroBus Extension	21,900
Integrated Transport Authority Functions	1,000
Short term Bus enhancements – 2018/19 only	1,200
Cribbs Patchway MetroBus Extension – Change Request	300

On-Bus Contactless Bank Card Payment	418
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Transport Infrastructure: Total of all Awards and Allocations:	57,521
Associated 'Tail' for Approved Schemes in Development	87,323
Total	144,844

In total, with the inclusion of recommendations within this report, there are financial awards and allocations of **£57.5m** for Transport Infrastructure projects with an associated 'tail' costed as **£87.3m** – giving a total financial commitment of **£144.8m** up to March 2023.

Business Case Development – Recommendations for July Committee

MetroWest Phase 1

16. With the confirmation of £31.9m of Government funding for the scheme an updated Outline Business Case (OBC) for MetroWest Phase 1 has been submitted by North Somerset Council. The scheme comprises the reopening of the Portishead line with an hourly passenger service and an upgraded half hourly service between Severn Beach and Bath Spa (with an extension to Westbury). The scheme will provide an additional 50,000 people with direct access to the rail network and there will be some 959,000 passenger trips per year on opening. The overall project cost is £116.4m including an allocation of £5.86m through the Investment Fund agreed at the WECA Committee in December 2017. The OBC seeks £11.65m of LGF, from within the overall agreed allocation, to develop the project to Full Business Case (FBC). The project also has a further allocation of £4.62m LGF and £26.079m through the Economic Development Fund. The scheme Assessment Summary Table is shown in Appendix 1. An [OBC](#) was produced in support of the Large Local Majors bid and the Financial Case has been published on the WECA [website](#).

Recommendation to approve the Outline Business Case for MetroWest Phase 1 subject to the supply of a detailed cost breakdown and an updated programme.

Mass Transit

17. A Feasibility and Development Funding Application was previously submitted seeking £1.5m to progress the development of Mass Transit proposals (including the Bath Transport Study). An initial award of £200k was made by the WECA Committee in February whilst the wider investment programme was developed. It is now proposed to award an additional £1.3m to fully fund the application.

Recommendation to award an additional £1.3m to progress Mass Transit development as set out in the Feasibility and Development Funding Application.

Strategic Transport Interventions

18. An award of £200,000 was made in February to initiate work on the Winterbourne/Frampton Cotterell bypass and Coalpit Heath/Westerleigh bypass study. It is proposed that the further £212,500 identified in the Feasibility and Development Funding [Application](#) is awarded towards the development of an Outline Business Case. Further Strategic Transport Interventions which could benefit from feasibility or development funding as a means to unlock other funding streams include East of Bath North South Connectivity, M4 J18A to Ring Road, M5 J14 and the Bath Vaults.

Recommendation to award £212,500 to the Winterbourne/Frampton Cotterell bypass and

Coalpit Heath/Westerleigh bypass study as set out in the Feasibility and Development Funding Application.

Local Cycling and Walking Infrastructure Plan

19. The Local Cycling Walking Infrastructure Plan (LCWIP) is a sub-regional plan which will identify priority walking and cycling routes for investment. In line with government best practice the LCWIP uses a nationally recognised methodology to identify the primary desire lines for walking and cycling, the baseline infrastructure provision, improvements required to bring the routes up to the latest standards and the costs and benefits of the intervention. A Feasibility and Development Funding [Application](#) has been produced seeking £100,000 to develop the priority routes identified in the LCWIP, targeting early delivery.

Recommendation to award £100,000 to develop a Full Business Case for Local Walking and Cycling Infrastructure as set out in the Feasibility and Development Funding Application.

Bus Strategy and Deal

20. An allocation of £200,000 was agreed at the Committee meeting in June for initial funding to further develop regional plans for to enhance bus services throughout the area, and to facilitate a Bus Deal with the bus operator. Planned work will incorporate existing outputs from the Greater Bristol Bus Network schemes and the Bus Priority Improvement Plan for Bath. Further details are provided in agenda item 14.

Strategic Park and Ride

21. An allocation of £500,000 for Strategic park & Ride was agreed at the Committee meeting in June, subject to approval of a Feasibility and Development Funding Application. A Feasibility and Development Funding [Application](#) has now been submitted by South Gloucestershire Council seeking £300,000 within this allocation to bring forward an Outline Business Case for Yate Park. The June Committee earmarked £3.5m for the delivery of Yate Park & Ride subject to future business case. In addition, £500,000 is requested through a Feasibility and Development Funding [Application](#) from WECA to bring forward OBCs for other sites.

Recommendation to award £300,000 to develop an Outline Business Case for Yate Park and Ride and £500,000 to develop Outline Business cases for other sites as set out in the Feasibility and Development Funding Applications.

Schemes in Delivery – Recommendations for July Committee

Cribbs Patchway MetroBus Extension (CPME) - Bristol Parkway Station Bus/Rail Interchange Enhancements

22. South Gloucestershire Council have submitted a change request seeking an additional £300,000 for the CPME project, for which a Full Business Case was presented to the June Committee, to co-fund the £670,000 package of works led by Great Western Railway to improve interchange facilities at Parkway Station. Improvements will include new bus shelters for local bus services and new branded stops for metrobus including Real Time Information, an electronic information point and off bus ticket dispenser, changes to taxi and drop off provision and the remodeling of the station forecourt to allow the new bus stops and bus movements to be implemented. Investment Fund spend in 2019/20 to be £14.147m.

Recommendation to approve the change request for the Cribbs Patchway MetroBus Extension project and the award of an additional £300,000.

Integrated Smart Ticketing

23. As an initial building block towards the West of England's vision for smart ticketing and the emerging Bus Strategy, a Full Business Case has been submitted by WECA for the On-Bus Contactless Bank Card Payment project. This will support smaller bus operators, with a fleet size of less than 30 vehicles, to replace ageing equipment and introduce contactless bank card payment technology. The project will meet the capital cost of the equipment for 70 buses and enable these operators to lease the equipment which will cover ongoing revenue costs. The project will be rolled out over 19/20-20/21 and aims to reduce bus boarding times and deliver a common customer offer for payment. The overall project cost is £456,000 with £418,000 sought from the Investment Fund and the balance provided by North Somerset Council. The Scheme Assessment Summary Table is shown in Appendix 2 and the FBC has been published on the WECA [website](#).
24. The award of a further £300,000 is requested to continue engagement with all stakeholders (bus/ rail/ ferry/ public sector) to define and develop the future payments and ticketing offer and the approach to deliver this, as set out in item 13 on this agenda.

Recommendation to approve the Full Business Case for the On Bus Contactless Bank Card Payment project and award of £418,000

25. Further funding proposals for this four-year period are expected to be submitted for consideration at future Committee meetings related to **Strategic Rail Investment**, a **Regional Operations Centre** and **MetroBus consolidation**.

Housing (and High Streets) Infrastructure – what we are aiming to achieve

26. The West of England is the first region in the UK to develop a joined-up planning approach to set out how the region will meet its housing and transport needs over the next 20 years. Our Joint Spatial Plan sets out a vision for the region where by 2036 West of England will be one of Europe's fastest growing and most prosperous regions with the gap between disadvantaged and other communities closed and a rising quality of life for all. The rich and diverse environmental character will be integral to health and economic prosperity. Patterns of development and transport will facilitate healthy and sustainable lifestyles.
27. Provision of a range of housing types, will be high quality and more affordable. Existing and new communities will be well integrated, attractive and desirable places and supported by the necessary infrastructure. New development will be designed to be resilient to, and reduce the impacts of climate change.
28. Our principal focus over the next four years evolves around our £258m bid to government for the Housing Infrastructure Fund (HIF). With significant local contributions and commitment, this is an ambitious programme of circa £512m that will enable the building of 17,100 new homes along the Bristol Temple Meads to North Keynsham Strategic Growth Corridor. The HIF bid is supported by the allocation of £27m from the Investment Fund made at the WECA Committee in June to develop and deliver a new eastern entrance to Temple Meads station and into Temple Quarter.
29. In addition, £50m from the Investment Fund is being used to create a Land Acquisition Fund to enable WECA, or the Councils, to purchase land where this could accelerate or extend housing delivery in the area.
30. To support the repurposing and re-vitalisation of high streets and town centres we have allocated £10m to the Love Our High Streets programme which has initially been used to fund

a number of feasibility studies and pilots. It is envisaged that the appropriate targeting of this fund will unlock further government investment into the area.

31. **Figure 3** details the commitments that we have made from the Investment Fund to date to support the delivery of our housing vision between now and 2023. Details of the projects seeking funding at this meeting are described below.

Figure 3: Housing Infrastructure Projects – Awards and Allocations as @ July '19

Funded Projects	Funding Awards and Allocations £000s
<i>Feasibility Studies</i>	
B&NES Pilot High Streets Programme	280
Bedminster High Street Improvement	275
Kingswood High Street Improvements	248
Modern Methods of Construction Pilots/Trials	150
<i>Business Case Development</i>	
HIF Outline Business Case – Bristol Temple Meads to Keynsham	1,500
Bristol Temple Meads Eastern Entrance	2,500
Hengrove - Housing Enabling Infrastructure	800
Unlocking Lockleaze Development	505
Strategic Master-planning and associated delivery	2,275
<i>Allocations</i>	
Love Our High Streets	9,197
Land Acquisition Fund	15,990
Indicative allocation in support of the £258m HIF bid	23,000
Housing Infrastructure: Total of all Awards and Allocations:	56,720
Associated 'Tail' for Approved Schemes in Development	28,100
Total	84,820

In total, with the inclusion of recommendations within this report, there are financial awards and allocations of **£56.5m** for Housing Infrastructure projects with an associated 'tail' costed as **£28.1m** – giving a total financial commitment of **£84.6m** up to March 2023

Feasibility Studies – Recommendations for July Committee

Modern Methods of Construction Pilots/Trials

32. Following the allocation made at the WECA Committee in June, a Feasibility and Development Funding [Application](#) has been submitted by Bristol City Council seeking £150,000 to test and pilot activities to inform how modern methods of construction and innovation in housing can be scaled up across the West of England to make an impact on housing delivery, economic and inclusive growth. Building on the Housing Festival, this project will assist in developing scalable and longer term solutions which foster innovation in

construction, technology, social structures and governance. The funding will support the production of a number reports to capture lessons learnt so far through the Housing Festival mechanism including identifying blockers, gaps, effectiveness of tested innovation/solutions, land identification and commercial viability to support upscaling and wider deployment.

Recommendation to approve the Feasibility and Development Funding Application and the award of £150,000 for Modern Methods of Construction Pilots/Trials.

Business Case Development – Recommendations for July Committee

Strategic Masterplanning

33. The Joint Spatial Plan identifies 12 Strategic Development Locations (SDL's) each with the potential of between 1,000 to 2,500 homes. To maximise the social, economic and employment benefits of these sites, and any others identified, it is planned to produce Strategic Masterplans where the co-ordination of development, transport and social infrastructure would demonstrably increase the likely outputs. An allocation of £2.275m is sought to progress business cases for specific sites, with £275,000 sought by WECA through a Feasibility and Development Funding [Application](#) to recruit a Strategic Masterplanning Lead for the period to 2022/23 who will support WECA and the authorities and ensure efficient and effective co-ordination of Strategic Masterpanning across the area and the development of business cases. In addition, a Feasibility and Development Funding [Application](#) has been submitted by South Gloucestershire Council seeking £500,000 to master plan the Yate Urban Living Opportunity Area.

Recommendation to approve the allocation of £2.275m for Strategic Masterplanning and the award of £275,000 of this funding to WECA to support the development of business cases, and £500,000 for the Yate Urban Living Opportunity Area, as set out in the Feasibility and Development Funding Applications.

Allocations – for noting at the July Committee

Land Acquisition Fund

34. A £50m Land Acquisition Fund, (LAF), was approved by the WECA Committee in November 2018. The primary purpose of this fund is to accelerate, and influence, housing development with an added intention of attracting further external funding and investment into the region. Due to the overall financial awards and allocations against the Investment Fund and Transforming Cities Fund, (up to 2023), exceeding the funding available, the WECA Committee agreed, in June 2019, to with-hold an element of LAF as a way of controlling the overall affordability of a four-year investment programme. Having considered all financial commitments, and associated 'tails' for construction costs, there remains £15.7m of LAF available within the short term. There is a firm commitment for this fund to remain at £50m, with the residue £34.3m being a priority drawdown from the Investment Fund post March 2023 (or sooner should funding become available). The WECA committee also agreed in June that priority drawdown of any immediately available LAF should be reserved for strategic projects within Bath and North East Somerset.

Recommendation to reserve £34.3m of the £50m approved Land Acquisition Fund to risk manage overall financial commitments within the overall funding available up to March 2023.

Housing Infrastructure Fund

35. In March 2019, WECA submitted a £258m bid to government for Housing Infrastructure Funding as part of an ambitious £512m development along the Bristol Temple Meads to North

Keynsham Strategic Growth Corridor. We are awaiting the outcome of this bid which is expected later this calendar year.

Recommendation: to make an indicative allocation of £23m as match funding in support of the Housing Infrastructure Fund bid subject to successfully obtaining government funding, confirmation of local contributions and submission of business case.

Business and Skills – what we are aiming to achieve

36. The region's economy is driven by a wide range of industries from aerospace to advanced manufacturing, creative to robotics, finance to food. We want to ensure that business of all types and sizes have access to the space, networks and skills they need to thrive.
37. We want to ensure the West of England remains an attractive place for big business to locate and we want those businesses to be and feel part of the 'place', investing time and resources in ensuring our residents can see their way into the job opportunities on offer wherever in the region they live.
38. Innovation is a common theme across business of all sizes and in a range of sectors across the region. Our diverse economic base, coupled with the four world class universities and the geographical size of the region which facilitates interaction between sectors, has resulted in world leading innovation. It is at the interface between our creative, digital and tech industries and more traditional sectors of activity where much of this activity takes place.
39. To ensure West of England residents are able to both participate in, and benefit from, the economic growth in the region we are working to ensure that there are jobs for residents at all skills levels and that residents can be clear about their pathways into those jobs and their routes to progress when they are in employment. We are also working to ensure that our businesses have access to the skills they need both now and in the future. We have developed an Employment and Skills Plan with the objective of ensuring that by 2036, the West of England will be internationally recognised for its sustainable, inclusive and creative economy, providing a high quality of life, prosperity and opportunities for all its residents. Our people will be skilled, healthy and able to access a 'pathway of opportunity' to achieve their potential and our businesses will be able to find the skills and talent they need to thrive.
40. Over the last six month, a range of projects have been developed drawing on WECA Investment Fund and in some cases matching with EU funding and other sources e.g. £8m Workforce for the Future Project, £1.3m Creative Scale-up Programme, £1.7m Low Carbon Challenge Fund and £2.4m Research and Innovation Fund, alongside ongoing support for our Enterprise and Inward Investment work (via Growth hub and Invest Bristol and Bath). In addition, we continue to deliver on existing skills related commitments like Future Bright (£4m), Careers Hub (£200k per annum) and the £14m Adult Education Budget.
41. The Local Industrial Strategy and Employment and Skills Plan will provide the backdrop for future calls on the Investment Fund with £30m retained in the programme to be awarded to emerging business and skills priorities. These may include for example:
 - Delivering the business and skills plan.
 - Development of proposals that cement the region as a centre of innovation, building on investment proposals uncovered through the Talent Institutes feasibility work;
 - Development of the 'West of England Productivity Challenge' with interventions to support scale-ups, address the long-tail of low productivity firms, and promote entrepreneurship in disadvantaged places and communities.
 - Extension of the Future Bright pilot, drawing on the evidence of the Employment and Skills Plan to refocus delivery as appropriate.

- Progressing the concept of the Smart City Region and any associated investment in 5G and other technologies.

42. The projects and initiatives that have been approved to date are detailed in **Figure 4**, and those seeking approval at this Committee are described in the sections below.

Figure 4: Business and Skills Projects – Awards and Allocations as @ July '19

Funded Projects	Funding Awards and Allocations £000s
<i>Feasibility Studies</i>	
Talent Institutes	100
Visitor Economy/Regional Tourism	100
<i>Business Case Development</i>	
Hospitality & Catering Education Centre	195
Digital & Creative Innovation Centre	401
STEAM Centre SGS WISE	590
Somer Valley Enterprise Zone	746
Bath Riverline	150
South Bristol Workspace	30
Quantum Technologies Innovation Centre+	34,974
WE Work for Everyone	1,300
Energy Strategy Action Planning / Climate Change Planning	250
<i>Schemes in Delivery</i>	
Realising Our Talent	500
South West Institute of Future Technology	500
Research & Innovation Challenge Fund	242
Workforce for the Future	4,000
<i>Allocations</i>	
Business and Skills allocation to be programmed up to 2023	30,000
Business & Skills: Total of all Awards and Allocations:	74,078
Associated Tail for Schemes in Development	18,440
Total	92,518

In total, with the inclusion of recommendations within this report, there are financial awards and allocations of **£74.10m** for Business and Skills projects with an associated 'tail' costed as **£18.4m** – giving a total financial commitment of **£92.5m** up to March 2023

Business Case Development – Recommendations for July Committee

Energy Strategy Action Planning / Climate Change Planning

43. Supporting a diverse, resilient and affordable energy system that enables economic growth and reduces greenhouse gas emissions is the key objective set out in the basis for a West of England Energy Strategy. Addressing climate change effectively across the region is linked to our whole investment programme and Local Industrial Strategy. We need to ensure that our strategic approach and our investment programme supports our move to a low carbon future, is resilient to climate change including the predicted increase in extreme weather events and enables a diverse, resilient and affordable energy system. This relates to infrastructure, business and our regional economy and the provision of the skills necessary for the economy of the future.
44. Building on the basis of the West of England Energy Strategy, a Feasibility and Development Funding [Application](#) has been submitted by WECA seeking £250,000 to produce an Option Assessment Report and work towards developing an Outline Business Case for investable propositions in WECA area that will have area wide impact and / or will be pilots for regional roll out. This work will include a Review of the Energy Strategy Framework, Local Industrial Strategy and other regional objectives to ensure there is a clear basis to support the next stage of regional activity

Recommendation to approve the Feasibility and Development Funding Application for Energy Strategy Action Planning / Climate Change Planning and the award of £250,000 to produce an Option Assessment Report.

Schemes in Delivery – Recommendations for July Committee

Research and Innovation Challenge Fund

45. An outline proposal seeking £1.95m of ERDF funding for a Research and Innovation Challenge Fund (RICF) was submitted by WECA in December 2018. However, in April 2019, WECA was advised that there are insufficient funds in the programme to support the RICE project in full and WECA was asked to explore whether the project could be delivered with an ERDF allocation of £944k. This scaled-down version of the RICE could fund approximately 34 grants, which will be awarded to SMEs in the advanced engineering and digital innovation sector. Delivery of the RICE would be through the West of England Growth Hub, being best placed to maximise uptake through its longstanding business relationships and to develop synergies with existing funded programmes and support providers. Following an allocation of funding at the June Committee meeting, a Full Business Case has now been submitted for the project with an overall value is £2.46m of which £242,000 is sought from the Investment Fund and £943,000 sought from the European Regional Development Fund (ERDF). The focus, and benefits, of the project will be reflective of the match funding provided with a proportionate adjustment applied in relation to the North Somerset area The Scheme Assessment Summary Table is shown in Appendix 3 and the FBC has been published on the WECA [website](#).

Recommendation to approve the Full Business Case for the Research and Innovation Challenge Fund and award of £242,000 subject to securing ERDF funding.

Workforce for the Future

46. A Full Business Case has been submitted for Workforce for the Future (previously the Skills Innovation Fund) which was awarded an allocation of £4.5m at the WECA Committee meeting in September 2018. The project seeks to enable businesses with existing and known future skills gaps and needs to address these through the provision of an extensive advice, support, and management network. It is planned to support at least 300 SME led projects which will increase employer engagement in the skills system and/or the number of people progressing into or within skills provision. The number of learner participants will be around 900. The £8m

project seeks £4m from the European Social Fund (ESF) matched with £4m from the Investment Fund. The other £0.5m of the original allocation was conditionally awarded to the Realising Talent project at the June Committee meeting. The focus, and benefits, of the project will be reflective of the match funding provided with a proportionate adjustment applied in relation to the North Somerset area. The Scheme Assessment Summary Table is shown in Appendix 4 and the FBC has been published on the WECA [website](#).

Recommendation to approve the Full Business Case for Workforce for the Future and award £4m of Investment Fund subject to securing ESF and finalising the Monitoring and Evaluation Plan.

Invest Bristol and Bath

47. A Full Business Case has been submitted by WECA for the Invest Bristol and Bath (IBB) service seeking funding for a five year period from April 2020. The business case seeks £5m to refocus the IBB inward investment service and seeks to realise a triple dividend from inward investment that: delivers a financial return to investors; adds to the region's competitiveness, productivity and exports and provides inclusive opportunities for jobs, skill development and career progression for the area's residents. It is forecast that some 200 businesses could be successfully landed in the area and overall 5,900 jobs enabled by IBB over the five year period. The funding options for this scheme are to be considered further including potential use of the Investment Fund and the Economic Development Fund. The scheme Assessment Summary Table is shown in Appendix 5 and the FBC has been published on the WECA [website](#).

To note the submission of the Full Business Case for Invest Bristol and Bath with sustainable funding options to be considered further by the West of England s151 officers and delegate the funding award to the WECA Chief Executive in consultation with the West of England Chief Executives.

Allocations – for noting at the July Committee

48. We have earmarked £30m for further investments in Business and Skills over the next four years and will be presenting relevant projects for approval over the coming months. This is in recognition of the emerging findings of the Local Industrial Strategy and delivery of the business and skills plan, where we are currently working through the best combination of projects that will positively impact on the business and skills environment for the region.

Investment Programme Summary by Priority Theme

Opportunities and Challenges

49. Within the £350m programme it is recommended that an unallocated sum is set aside to respond to 'opportunities and challenges'. We have had success to date through using our funding streams as either match funding, or pump priming, to attract significant further investments into the region. It is important to leave an element of flexibility in the programme to be able to respond to any future initiatives or government funding opportunities.
50. The £20m is also in recognition that there are a number of emerging priority areas against which current funding approvals are limited. Such areas include:
- Energy related projects;
 - Carbon zero / Smart homes;
 - Further investment in city centres / high streets;
 - Investment in broadband / 5G / extending BNET to attract private sector funding;

- Commercial land investment;
- Green infrastructure;
- Culture strategy and tourism.

Recommendation to set aside £20m within the £350m Investment Programme, (up to March 2023), to respond to future opportunities and challenges.

Other approved costs

51. Since its inception in 2017, there have been a number of other costs, as approved by committee, in relation to setting up and operating the Combined Authority. Such costs include initial outlay in creating the organisation alongside cyclical election costs. The on-going commitment against the Investment Fund is limited as the vast majority of WECA running costs are funded through the Mayoral Capacity Fund, (£1m per annum) and Business Rates Retention Pilot (£1.2m per annum). However, both of these funding streams have no certainty beyond the 2019/20 financial year which poses a significant risk to on-going capacity.

Summary of the Investment Programme from 2017 to March 2023

52. The total four-year investment programme, (up to March 2023), broken down by strategic theme is summarised in **Figure 5** below:

Figure 5: Summary of Investment Programme, (up to 2023), by Priority Theme

	Funding Awards and Allocations £000s
Transport Infrastructure	
Approved Awards and Allocations	57,521
Associated 'tail' required to deliver all projects up to March 2023	87,323
Total Investment in Transport Infrastructure	144,844
Housing Infrastructure	
Approved Awards and Allocations	56,720
Associated 'tail' required to deliver all projects up to March 2023	28,100
Total Investment in Housing Infrastructure	84,820
Business and Skills	
Approved Awards and Allocations	74,078
Associated 'tail' required to deliver all projects up to March 2023	18,440
Total Investment in Business and Skills Infrastructure	92,518
Opportunities and Challenges / Other	
Funding put aside to respond to opportunities and challenges	20,000
Approved WECA set up, operating costs and elections up to 2023	7,818
Total Investment Programme up to March 2023	
	350,000

53. Effective delivery of this £350m programme is critical to our success as a region. Building capacity and capability will ensure we collectively:
- deliver identified outcomes,
 - maximise the value of the funds we have available,
 - evidence delivery capability within future funding bids to central government,
 - provide confidence to future private investors,
 - foster effective partnership working with delivery partners such as Network Rail, Highways England or the Environment Agency, and finally
 - demonstrate to the people of the West of England that we are spending our devolution deal in a way that will deliver change, providing affordable housing, employment opportunities, business growth and enhanced quality of life into the future.
54. **Unlocking Funds** – all indicative funding will be unlocked in line with our Assurance Framework, and facilitated through the Assurance Gateways as illustrated in Appendix 6. Gateway Reviews ensure we meet the requirements set out in the Assurance Framework, the requirements of other funding bodies (such as DfT), and provide an objective and robust approach to all decision making. Funding recommendations will be made to WECA Committee / West of England Joint Committee as appropriate, and advice and support will be provided via the Advisory Boards, Overview & Scrutiny Committee and the LEP Board
55. **Portfolio Management** – Indicative funding allocations have been made for portfolios of activity that have been identified as strategically important. Mass Transit, Strategic Rail Investment and Strategic Masterplanning are examples. To unlock the funding via the appropriate Feasibility and Development Application Form, a Strategic Outline Business Case, Outline Business Case or Full Business Case, a regional approach will be established. This approach will be developed by the appropriate teams; Heads of Transport, Heads of Planning, Strategic Rail Programme Board etc as recommendations for funding via the Assurance Gateways. In this way, we will:
- ensure we are establishing a prioritised package of measures that will have a regional impact and deliver additionality
 - enhance efficiency by developing collaborative business cases for coherent packages, as appropriate, rather than individual projects
 - procure solutions collaboratively in order to deliver value for money solutions
 - manage projects as a regional programme to:
 - minimise anticipated disruption and manage regional resilience
 - manage regional resource and supply chain engagement, and
 - take advantage of opportunities to combine activities to reduce cost
56. **Programme Reporting** – *What gets measured, gets managed* – Paul Drucker, 1954. Effective project reporting, and dashboard analysis of performance against plan and key risks is critical to effective project management. All funded projects currently provide Highlight Reports on a quarterly basis. The purpose of this reporting has been to monitor spend, and progress towards Outline or Full Business Case. We will be using this reporting process to undertake a more detailed assessment of performance against cost and programme. Dashboard Reports will be provided to highlight risks, opportunities and issues for escalation. The Dashboard will be accompanied by a spend analysis to monitor actual against predicted cash flow. In this way, funds released through programme or project change can be efficiently reallocated.
57. **Project Reporting** – Some projects and programmes will be required to report on a more regular basis due to their financial materiality, complexity in delivery or assessed level of risk. For example, the HIF programme and regional rail programme.

58. **Risk Management** – All project and programme risks will be escalated via the Formal CEO's Meeting. All risks that remain Red for more than an eight-week period will be highlighted to the LEP Board and Mayors and Leaders Formal Meeting. Cost overruns must be managed at a local level unless previously agreed at WECA Committee / West of England Joint Committee and as detailed in a specific project related agreement.
59. **Delivery Models** - We are working through the investment programme and associated delivery routes, identifying where we have existing delivery partners (such as Network Rail) and where we will be procuring directly, and establishing the appropriate programme and project management structure to ensure delivery. The Investment Fund will provide support in a range of different ways, and that the delivery mechanism may change between project development and project delivery;
- Support for strategic development to be managed by WECA and delivered collaboratively
 - Support for existing project to be delivered by UA
 - Support for projects to be delivered by a third party
 - Support or projects to be delivered by WECA
60. Significant resource will be required to deliver. As agreed at WECA Committee in June, we are about to issue a tender to establish a Professional Services Framework to enable WECA, and our partner UAs to efficiently access engineering and project management support.
61. The resource requirements for individual projects, whether led by WECA or the authorities, will be identified as part of the funding requirement for these schemes. Such examples as Integrated Ticketing, the Bus Deal and Strategy and Strategic Masterplanning seek approval at this Committee. Notwithstanding these resources there is a need to provide a client function, monitoring project delivery across the programme and to establish the appropriate programme management and delivery support. As the investment programme matures it will be possible to fund programme management by capitalising costs to the constituent schemes. However, to initiate this activity, it is proposed that WECA establish three core Programme Management Office, (PMO), staff to be funded through surpluses achieved through proactive management of our investments (Treasury Management).
- Recommendation to approve the establishment of a Programme Management Office for the delivery, and management, of a regional capital programme with the creation of three core posts to be funded initially through WECA Treasury Management surpluses.*
62. **MetroWest Phase 2** - £11m of Investment Funding was approved by committee in June 2019 for MetroWest Phase 2. The scheme includes delivery of infrastructure and passenger train operations to provide:
- A half hourly service for Yate local station on the Bristol Parkway to Gloucester line, through the provision of an additional service between Bristol Parkway and Yate.
 - An hourly service for a reopened Henbury Line with new stations at Henbury and North Filton. A new station will also be constructed at Ashley Down, on the existing Filton Bank (between Filton Abbey Wood and Stapleton Road).

It is proposed that WECA takes over as the promoter for this scheme and, along with MetroWest Phases 1a and 1b, forms the capacity and skills required to deliver a multi-million pound long term regional rail programme.

Recommendation: WECA to assume responsibility for the promotion and delivery of MetroWest Phase 2 from South Gloucestershire Council, subject to review and appropriate update of the Development Services Agreement with Network Rail.

Consultation:

63. Engagement has taken place with officers in the West of England Combined Authority Constituent Unitary Authorities. Section 151 Officers across the region have been fully engaged as have the Chief Executive Officers in helping to inform the prioritised projects for investment.

Risk Management/Assessment:

64. Specific risk assessments will be carried out as part of any feasibility studies for projects in development and business cases are required to set out the way that risks will be managed and a risk register. All projects underway will maintain a specific risk register as part of the project management and monitoring arrangements.
65. Financial risks for regional projects delivered through WECA will be managed through the overall programming of the Investment Fund and Transforming Cities Fund. Whereas respective authorities will carry the financial risk for any specific schemes that they lead on, and deliver, within their specific area.
66. Allocations and awards within this report have resulted in the overall funding committed, (up to 2023), being in excess of the £350m available. As approved by Committee in June 2019, an element of the previously approved £50m for the Land Acquisition Fund will be 'held back' until greater certainty on delivery and spend against the overall investment programme is known.

Public Sector Equality Duties:

67. For projects seeking funding through the Investment Fund scheme promoters are required to include as part of their Full Business Case, an equality and diversity assessment and plan. These assessments are published as part of the Business Case on the WECA website.

Economic Impact Assessment:

68. Supporting economic growth is central to this funding stream, and promoters are required to include an economic case within the FBC for each scheme which sets out how the project will create jobs and GVA growth as well as delivering wider benefits. In line with agreed processes these FBCs are published on the WECA website at the point of decision making.

Finance Implications:

69. The financial implications for each proposal are set out in the body of the report. The Investment Fund allocations and awards are accommodated within the overall spending limit of £350m available up to March 2023 (with the requirement to withhold part of the Land Acquisition Fund).
70. The WECA statutory finance officer will determine the appropriate use and apportionment of funding between the Transforming Cities Fund and Investment Fund within the overall funding available.
71. As recommended in this report, establishing a robust Programme Management Office, (PMO), with strong governance, commercial and clienting skills will be essential to ensure that

we maintain momentum on delivery and achieve value for money, alongside the desired outcomes, from our investments.

Advice given by: Malcolm Coe, Director of Investment and Corporate Resources

Legal Implications:

72. There are no additional legal implications arising from this report. Legality will be verified for individual projects through relevant due diligence prior to approving formal allocations.

Advice given by: Shahzia Daya, Monitoring Officer, WECA

Appendices

- Appendix 1: MetroWest Phase 1 – Assessment Summary Table
- Appendix 2: On Bus Contactless Bank Card Payment – Assessment Summary Table
- Appendix 3: Research and Innovation Challenge Fund – Assessment Summary Table
- Appendix 4: Workforce for the Future – Assessment Summary Table
- Appendix 5: Invest Bristol and Bath – Assessment Summary Table
- Appendix 6: Funding Gateway Process

Appendix 1 - Business Case Assessment Summary Table

Scheme Details		Appraisal Summary		Recommendation/ Conditions	
Project Name	MetroWest Phase 1	Strategic Case	<p>The project has strong strategic fit with the Joint Local Transport Plan, Council Core Strategies/Corporate Plans and the Strategic Economic Plan.</p> <p>The noted benefits of the scheme are:</p> <ul style="list-style-type: none"> • An increased local economy • Enhanced rail capacity • A reliable and more frequent public transport service • Reduced highway congestion on arterial corridors • Competitive journey times • Improved accessibility to sites for new homes/employment development • Reduced overall environmental impact, resulting in improved air quality • An attractive mode choice and capacity for journeys to work • Wide ranging social/health benefits 	Funding Source(s)	£16,724,430 Local Growth Fund (excluding costs claimed to March 2019), £26.079m Economic Development Fund and £5.86m Investment Fund
Scheme Promoter	North Somerset Council/WECA	State Aid	The scheme will provide open access public infrastructure.	Approval Requested	Outline Business Case
Date of Submission	7/6/19	Economic Case and	The scheme presents a core BCR of 2.21 representing 'high' value for money. The Adjusted BCR is 3.10 when wider impacts are included.	Grant Award	£11,650,149 LGF


ITEM 15

Funding Requested	£11,650,149 LGF to progress to Full Business Case	Value for Money	<p>It appears there are a number of factors which may result in a lower Initial BCR than reported, and it is expected that these will be taken into account in the FBC. However, in the absence of the updated assessments, the possibility that the Initial BCR for the Core Scenario will fall below 2.0 cannot be discounted.</p> <p>If this were the case, then the scheme would be relying on wider economic impacts and option values to provide an Adjusted BCR over 2.0. It is noted that the benefits currently resulting from these are significant (including £68.4m of agglomeration benefits and £25.5m of option values). It appears appropriate to include both of these benefits, but the methodologies used to derive these values have not been reviewed at this time.</p> <p>The Value for Money Statement is shown below.</p> <p>A letter has been provided by North Somerset Council's s151 officer confirming approval of the business case including the value for money statement.</p>		
Total Scheme Cost	£100.265m (excluding £16.16m pre OBC)	Risk	<p>A Quantified Cost Risk Assessment (QCRA) has been undertaken yielding a risk allowance of £20.22m (20%) which is allowed for in the project costs.</p> <p>An additional £15m is to be identified by NSC for which it is assumed the backstop position would be through EDF substitution.</p>	Grant Recipient	North Somerset Council
Match Funding %	45-58%	Delivery	<p>The scheme is jointly promoted by North Somerset Council and WECA.</p> <p>A detailed programme is required which should be provided on submission of the DCO application.</p>	Payment Basis	LGF Quarterly in arrears on defrayed expenditure

ITEM 15

<i>Scheme Description</i>	<i>Recommendation to Joint Committee</i>	Conditional approval of the OBC
<p>MetroWest Phase 1 will deliver a strategic enhancement to the West of England local rail network. The scheme will increase the UK passenger rail network by 14 kilometres, deliver two new stations and enhance the service frequency for 16 existing stations, across three local lines. The scope of MetroWest Phase 1 includes the delivery of infrastructure and passenger train operations to provide:</p> <ul style="list-style-type: none"> • A half hourly service for the Severn Beach Line (hourly for St. Andrews Road station and Severn Beach station). • A half hourly service for Keynsham and Oldfield Park stations on the Bath Spa to Bristol Line. • An hourly service for a reopened Portishead Line with new stations at Portishead and Pill. 	<i>Conditions of Approval</i>	The supply of a detailed cost breakdown and an updated programme

Record of Approval

<i>WECA S151 Officer</i>		<i>Joint Committee</i>	
<i>Name</i>	Malcolm Coe	<i>Date of Meeting</i>	19 July 2019
<i>Date</i>	9 July 2019	<i>Decision</i>	
<i>Signature</i>			

MetroWest Phase 1 - Value for Money Statement

Criteria	Description
Value for Money/Value for Money when Wider impacts are included	High/High
NPV	£141.40 million
Initial BCR	2.21
Adjusted BCR (With Wider Impacts)	3.10
Summary of the benefits and costs	<ul style="list-style-type: none"> Rail transport user benefits (around 82% of the total benefits excluding wider impacts) Highway transport user benefits (21% of total excluding benefits excluding wider impacts) Wider Economic Impacts £78.96 million <ul style="list-style-type: none"> Option Values £25.5m <p>Operating costs are more significant than capital costs in the economic case, though not by much (56% operating cost versus 44% capital cost).</p>
Significant non-monetised impacts	No significant non-monetised impacts. The most significant non-monetised impact is a moderate beneficial impact on journey quality. Other impacts are either slight beneficial (physical activity, access to services), slight adverse (historic environment, biodiversity, severance) or neutral.
Key risks, sensitivities and uncertainties underlying the appraisal	<ul style="list-style-type: none"> Operating cost assumptions - potential scope for greater synergies with existing services to reduce staffing and maintenance costs Rail demand forecasts, in particular future year growth in demand at new and existing stations Future year fare assumptions
Significant social distributional impacts	Analysis indicates that scheme impacts are relatively evenly distributed across income, social and user groups. User benefit distributional impact is moderate beneficial, noise and air quality are minor adverse, other impacts are all neutral.

Appendix 2 - Business Case Assessment Summary Table


Scheme Details		Appraisal Summary		Recommendation/ Conditions	
Project Name	On Bus Contactless Bank Card Payment/ Barcode	Strategic Case	<p>Rollout of this standardised functionality is identified as a core element of the West of England's outline roadmap and programme for Smarter Payments and Ticketing as well as the emerging WECA bus strategy.</p> <p>The project accords with the draft Joint Local Transport Plan 2019-36 which states:</p> <ul style="list-style-type: none"> that 'A significant cause of delay to bus services is the time taken to load passengers..' and that the availability of contactless payment will help address this issue 'we will work to roll-out a universal, multi-operator smart ticketing scheme and explore the possibilities of its use across different transport modes' through 'modern ticketing, fully integrated with local bus services, will make all journeys seamless' 	Funding Source(s)	£415k Investment Fund/£40k North Somerset Council
Scheme Promoter	WECA	State Aid	<p>It is stated there is 'no-aid' as a result of:</p> <ol style="list-style-type: none"> This being a local initiative, to very small operators only, with no impact on trade between member states No market distortion or appreciable advantage to operator receiving support The support would also be seen as de minimus under State Aid rules 	Approval Requested	Full Business Case
Date of Submission	11/6/19	Economic Case and	The economic case is based upon national research which has demonstrated a link between improving bus journey times and increased levels of employment.	Grant Award	£415,704

Funding Requested	£415,704 (£238k On-Bus Hardware; £34k Software; £94k Project Management)	Value for Money	<p>These estimate that a 10% improvement in bus journey times across England would result in an additional 50,000 people in employment (equating to an increase in employment of 0.2%).</p> <p>Based upon the % of bus journey time boarding at stop, and the observed benefits of smart as opposed to cash-based payment, it is forecast that this project would result in a 4% improvement in overall journey times in the West of England area. Considering the proportion of the bus fleet in scope it is estimated this equates to 66 additional jobs (equivalent to £1.75m of GVA).</p> <p>This GVA impact is compared to the cost of the intervention to give return per £ spent of 3.8.</p> <p>A letter has been provided by the Head of Transport which confirms approval of the business case and the value for money assessment.</p>		
Total Scheme Cost	£456,088 (Investment Fund profile £249k 19/20, £166k 20/21)	Risk	<p>A risk register has been provided which identifies the key risks for the project.</p> <p>A risk allowance of 10% is included in the costings.</p>	Grant Recipient	WECA
Match Funding %	9%	Delivery	<p>The North Somerset Council funding of £40,384 has been confirmed.</p> <p>The equipment will be leased to the operators. It is assumed that the revenues obtained from the operators meet the maintenance costs of the equipment.</p> <p>It is planned that work on operator engagement and the hire agreements/orders will take place between September 19 and May 2020 with installation completed in August 2020. All participating operators would be live by October 2020.</p>	Payment Basis	N/A

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<i>Scheme Description</i>	<i>Recommendation to Joint Committee</i>	Approval
<p>This will support smaller bus operators, with a fleet size of less than 30 vehicles, to replace ageing equipment and introduce contactless bank card payment technology. The project will meet the capital cost of the equipment for 70 buses and enable these operators to lease the equipment which will cover ongoing revenue costs. The project will be rolled out over 19/20-20/21 and aims to reduce bus boarding times and deliver a common customer offer for payment.</p> <p>The benefits of the project include:</p> <ul style="list-style-type: none"> • Supporting smaller bus operators to take advantage of latest ticketing technology. • Reducing stop dwell times and overall journey times. • Delivering a consistent ticketing platform across the network unlocking the potential of integrated multi operator and multi modal ticketing. • Supporting and enabling modern payment methods (smartcard, m-ticketing) across all buses. • Supporting the Diamond Travelcard Scheme, through ensuring robust data reporting. 	<i>Conditions of Approval</i>	None

Record of Approval

<i>WECA S151 Officer</i>		<i>Joint Committee</i>	
<i>Name</i>	Malcolm Coe	<i>Date of Meeting</i>	19 July 2019
<i>Date</i>	9 July 2019	<i>Decision</i>	
<i>Signature</i>			

Appendix 3 - Business Case Assessment Summary Table

Scheme Details		Appraisal Summary		Recommendation/ Conditions	
Project Name	Research and Innovation Challenge Fund (RICF)	Strategic Case	<p>Market failure is well addressed, and the strategic fit with the emerging Local Industrial Strategy, European Structural and Investment Fund (ESIF) strategy and the South West England and South East Wales Science and Innovation Audit is clear</p> <p>Suitable SMEs will be identified by utilising networks including the Growth Hub, SETsquared, Local Authorities and Bath's 'Business Acceleration Hubs'. The RICF will target the advanced engineering and digital sectors.</p>	Funding Source(s)	Investment Fund
Scheme Promoter	WECA	State Aid	It is noted that grant funding beneficiaries are deemed 'economic undertakings' but that Article 28 Innovation Aid or 25 Research and Development Projects of GBER could apply, or otherwise owing to the value of the grants the de minimis threshold will be applied.	Approval Requested	Full Business Case


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Date of Submission	4/6/19	Economic Case and Value for Money	Work by PWC has calculated that £1 of business investment creates £2.15-£2.25 of benefits within the WoE and £0.60-£0.95 to the rest of the UK. The RICF is enabling £2.075m of research and innovation spend which equates to a some £5.7m of benefits (£4.5m WoE and £1.2m more widely).	Grant Award	£241,698
Funding Requested	£241,698 (£203k Staffing, £39k Technical/ Procurement Support)		<p>As an alternative approach, application of the AMORE model with reference to the advanced engineering and digital engineering sectors has estimated, with caveats, that the RICF could create up to 14 new jobs and up to £1 million additional GVA.</p> <p>The cost per SME supported is £45k based upon the ERDF, Investment Fund and SETsquared match. The project also targets 4 research collaborations, 6 new to the market products and 12 new to the firm products.</p> <p>A letter has been provided by the Head of Business and Skills which confirms the project represents good value for money in the use of public resources.</p>		
Total Scheme Cost	£ 2,460,175 (with grant spend £16k 19/20, £63k 20/21, £93k 21/22 and £70k 22/23)	Risk	<p>A risk register is provided which identifies 9 risks. Whilst adequate at this stage the risk register should be expanded, and detail added around the more specific risks as the project moves to the delivery phase.</p> <p>There is no specific allocation for risk or contingency within the project costs.</p>	Grant Recipient	WECA
Match Funding %	90%	Delivery	<p>The project seeks £943k through the European Social Fund (ERDF) which will lever £1.245m of SME match funding through the grant awards. The deadline for submitting the ESF bid is 15 July and the funding decision is expected to be known in September 2019.</p> <p>The governance arrangements remain to be finalised.</p>	Payment Basis	N/A

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		Confirmation has been provided that the £30k of SETsquared match funding is in place.		
		The project will be delivered over three years, starting in January 2020 and completing December in 2022. A detailed programme has been provided which appears robust and achievable.		
Scheme Description			Recommendation to Joint Committee	Approval subject to conditions
The Research & Innovation Challenge Fund (RICF) will award approximately 34 small, medium and large grants to Small and Medium Sized Enterprises (SMEs) in the West of England LEP area to undertake research and innovation activities, leading to more SMEs carrying out innovative activities resulting in new products and processes being introduced to market, further research collaborations and high value job creation. The RICF will align closely with the emerging Local Industrial Strategy's innovation theme.			Conditions of Approval	a) Securing ERDF funding

Record of Approval

WECA S151 Officer		Joint Committee	
Name	Malcolm Coe	Date of Meeting	19 July 2019
Date	9 July 2019	Decision	
Signature			

Appendix 4 - Business Case Assessment Summary Table

Scheme Details		Appraisal Summary		Recommendation/ Conditions	
Project Name	Workforce for the Future (WFTF)	Strategic Case	<p>The Business & Skills pillar within the WECA Business Plan includes the objectives ‘Improving skills and knowledge supply to meet existing and future demands’ and ‘A joined up education and skills system that meets the region’s business needs.’</p> <p>The national European Social fund (ESF) Operating Programme sets out, under its priority of “Improving the labour market relevance of education and training systems” that it focuses on improving employer participation and engagement in learning so that it is responsive to the needs of the local economy and individual’s progress into or within learning.</p> <p>WFTF will help address these strategic objectives in a number of ways including through addressing and achieving:</p> <ul style="list-style-type: none"> • The perceived failure of information between what adult learners chose to study and the current and future, most productive, job vacancies that exist or will arise. • SME workforce planning and abilities enabling them to better prepare for and meet future skills needs by making them aware of the full range of options available to develop their workforce. • Increasing SME investment into training particularly at higher levels. • Improved capacity in SMEs to provide placement/internship opportunities and enhance the contribution of advanced skills to SME • More and better opportunities to encourage and increase work experience, traineeships, apprenticeships, and placements 	Funding Source(s)	Investment Fund


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Scheme Promoter	WECA	State Aid	A 'no aid' position is presented as WFTF is considered to not be of an economic nature. It is noted that State Aid will be tested through the ESF application process.	Approval Requested	Full Business Case
Date of Submission	28/5/19	Economic Case and Value for Money	<p>The FBC draws on research from London Economics which suggests the average lifetime NPV, financial gain to an individual of progression (subdivided by levels and NVQ/apprenticeships). This £ uplift is applied to the 900 learners to give £67.5m of benefits. When compared to the £8m cost this provides a return to the individual of £7.85 per £1 of public investment.</p> <p>Allowing for not all progressions happening, and for deadweight, and taking a conservative view yields a return per £ of investment of £3.92.</p> <p>In terms of costs per project output, these are £20k per SME engagement and £27k per SME project.</p> <p>A letter has been provided by the Head of Business and Skills which confirms the project represents good value for money in the use of public resources.</p>	Grant Award	£4m
Funding Requested	£4m (Staff including overheads £461k, Costs of Partnership Organisations £3.5m, marketing £39k)				
Total Scheme Cost	£8m (with grant spend £410k 19/20, £1.775m 20/21, £1.435m 21/22 and £380k 22/23)	Risk	<p>A high level risk register has been provided which should be developed further with specific risks as plans for the delivery of the project are better defined.</p> <p>A high level cost breakdown has been provided but no risk or contingency allowance is separately identified.</p>	Grant Recipient	WECA

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Match Funding %	50%	Delivery	<p>The outcome of the ESF funding application is expected to be known in July.</p> <p>WECA will lead the project with delivery planned through external intermediaries selected following an open and transparent grant process, together with the Careers Enterprise Company and Growth Hub.</p> <p>The business case sets out a set of milestones for completed engagements/projects although this should be underpinned by a project plan against which progress throughout the duration of the project can be measured and reported through Highlight Reports.</p>	Payment Basis	N/A
Scheme Description				Recommendation to Joint Committee	Approval subject to conditions
<p>WFTF will create a revenue resource (people, capacity, support networks) that is able to engage with SMEs, learners and providers of adult learning. The project deliverers will engage with SMEs, using social media channels, the Growth Hub, brokerage into existing networks and other appropriate methods, to help them engage better, in nearly all respects, with the learning and skills system better enabling them to meet their current and future skills needs.</p> <p>The project will deliver at least 300 measurable “projects” completed by SMEs which increase employer engagement; and/or the number of people progressing into or within skills provision. The number of people progressing into or within skills provision as a result of these projects is forecast to be 900, with 450 progressing from level 1 to level 2 and another 450 moving from level 2 to level 3.</p>				Conditions of Approval	<p>a) Securing ESF funding</p> <p>b) Finalising the Monitoring and Evaluation Plan</p>

Record of Approval

WECA S151 Officer		Joint Committee	
Name	Malcolm Coe	Date of Meeting	19 July 2019
Date	9 July 2019	Decision	
Signature			

Appendix 5 - Business Case Assessment Summary Table

Scheme Details		Appraisal Summary		Recommendation/ Conditions	
Project Name	Invest Bristol and Bath (IBB)	Strategic Case	<p>It is noted that the IBB service has been co-designed by all four UAs, the LEP and subsequently WECA, has continually adapted itself to fit regional strategic focus as it has emerged, including the Strategic Economic Plan, Joint Spatial Plan, Joint Local Transport Plan and emerging Local Industrial Strategy.</p> <p>The service mission is 'To identify, attract and support investments by companies in advanced industrial sectors and financial and professional services which realise the triple dividend of commercial value for investors and economic and community value for the region and the UK.' The identified objectives to deliver the mission are to:</p> <ul style="list-style-type: none"> • Identify compelling, business led investment opportunities for which the region has the greatest chance of securing high value investment projects. • Generate investor leads and focus account management on firms qualified against the high value investment opportunities • Assemble national, regional and local bespoke pre and post landing services to maximise benefits from investment in the region for investors, the regional and UK economy and residents. • Define and measure the value of investment, and the service, on its economic and social impacts. 	Funding Source(s)	Economic Development Fund/ Investment Fund
Scheme Promoter	WECA	State Aid	It is stated that IBB is a public sector service.	Approval Requested	Full Business Case


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Date of Submission	14/6/19	Economic Case and Value for Money	<p>The business case forecasts that 790 leads will be generated and 195 successful landings or expansions in the West of England area will be achieved by IBB over the 5 year period. These activities are forecast to enable 5,900 jobs which is in line with levels achieved over the previous years of operation.</p> <p>Comparing these to the cost provides a cost per job enabled of £850. It should however be noted that these are jobs enabled rather than directly created and that other public investment, particularly for those locating in the Enterprise Zone and Areas, will be contributing to this job outcome.</p> <p>A letter has been provided by the Head of Business and Skills which confirms the project represents good value for money in the use of public resources.</p>	Grant Award	To be confirmed
Funding Requested	£5m (Staff including overheads £3.045m, Sector specialists/ consultants £850k, Campaigns and promotion £880k, Research and intelligence £225k)				
Total Scheme Cost	£5m (with grant profiled £1m per year over 20/21 – 24/25)	Risk	<p>A risk register has been provided which includes the main risks for the project.</p> <p>This project rolls forward the IBB service, albeit with a refocused approach, and as such risks should be well understood.</p>	Grant Recipient	WECA
Match Funding %	0% (although some in-kind contributions are expected)	Delivery	The funding commences in April 2020, when the current EDF funding arrangement ceases. The majority of the staff in the team are already in place, aside from a new Service Lead for Enterprise, Trade and Investment who is being recruited.	Payment Basis	N/A

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Scheme Description	Recommendation to Joint Committee	Sustainable funding options to be considered further by WoE s151 officers
<p>This project seeks to refocus the Invest in Bristol and Bath inward investment service to realise a triple dividend from inward investment that: delivers a financial return to investors; adds to the region's competitiveness, productivity and exports and provides inclusive opportunities for jobs, skill development and career progression for the regions' residents.</p> <p>The service will provide investors with a seamless service delivered by specialist staff (based in the Invest in Bristol and Bath, skills and education and Growth Hub teams in WECA's Business and Skills Directorate) and the UAs working in partnership with colleagues in the Department for International Trade (DIT), Universities, Colleges and private sector firms.</p> <p>The proposed service activities will comprise:</p> <ul style="list-style-type: none"> • Pre-Sales - engagement of DIT, specialist industrial centres, Universities and leading firms to research and identify compelling commercial investment opportunities, match the opportunities with pre-qualified overseas investors and advise on appropriate marketing campaigns. • Sales - a proactive sales service to raise awareness of the region as a location for investment and promote and present the investment cases for the region • A responsive enquiry handling service to prioritise enquires and provide prompt and appropriate responses. • An account management service for existing Foreign Direct Investment (FDI), significant UK firms and fast-growing firms to provide businesses with access to business and skill support services. 	Conditions of Approval	N/A

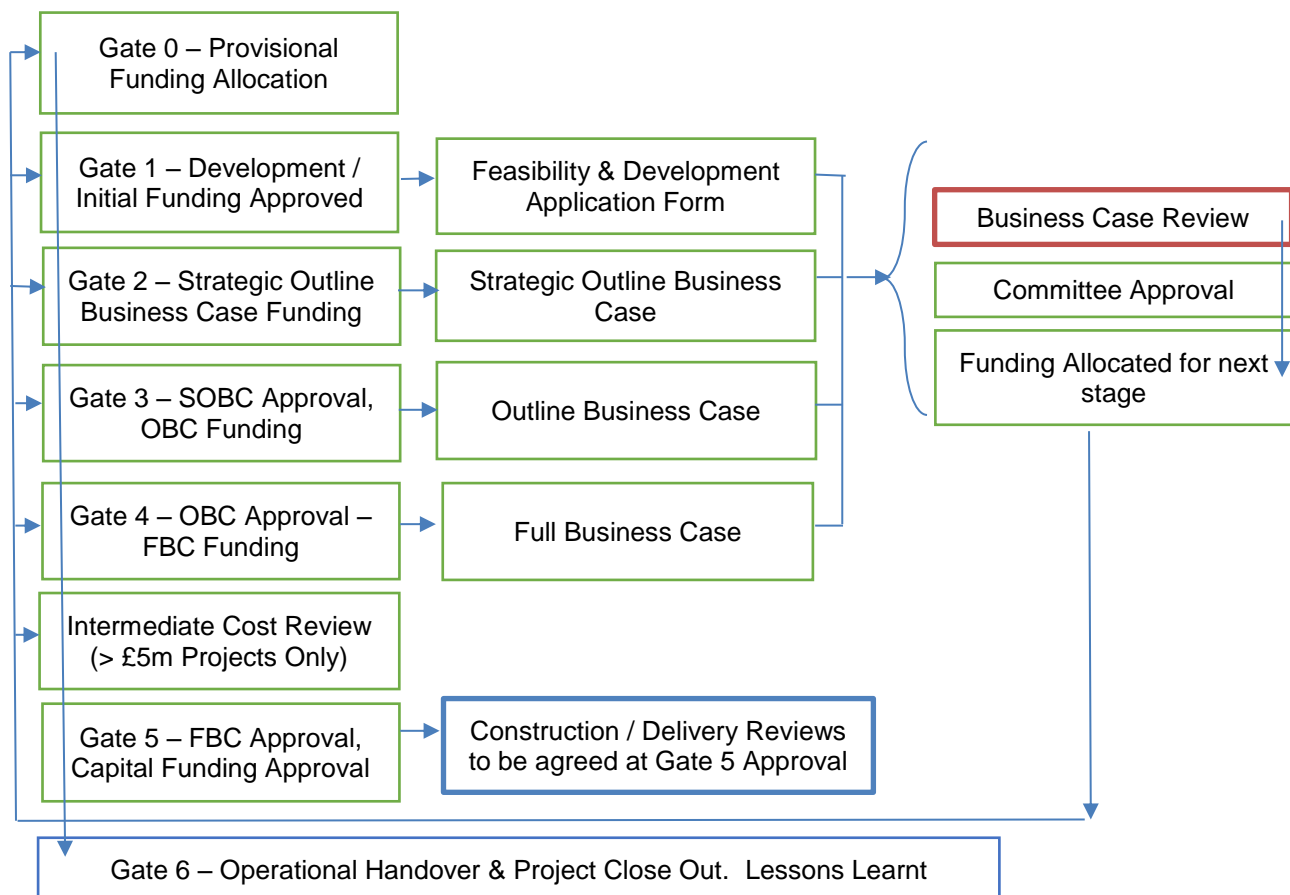
Record of Approval

WECA S151 Officer		Joint Committee	
Name	Malcolm Coe	Date of Meeting	19 July 2019
Date	9 July 2019	Decision	
Signature			

Appendix 6: Funding Gateway Process

The flow diagram below sets out the process for funding review and approvals needed to move to the next delivery stage. In this way we can ensure that we:

- comply with our assurance framework
- ensure that projects remain value for money
- ensure projects remain in line with regional priorities





WEST OF ENGLAND COMBINED AUTHORITY COMMITTEE

19 JULY 2019

REPORT SUMMARY SHEET

EMPLOYMENT AND SKILLS PLAN

Purpose

To provide an overview of the Employment and Skills Plan and the process that has taken place to support its development, and to seek approval of the Plan.

Summary

This report includes the following key information:

- * The proposed vision and objectives as set out in the Employment and Skills Plan.
- * The 10 initial actions that have been developed to help the region deliver on the vision and objectives in the plan.
- * The governance arrangements that will be put in place to support delivery of the plan, specifically the development of our regional Skills Advisory Panel.
- * Details of the partners that have played a central role in developing the detail of the plan.
- * The public engagement process that has taken place to inform the plan.

Recommendation

Members of the Combined Authority Committee are asked to approve the Employment & Skills Plan.

Contact officer: Stephen Bashford

Position: Head of Business and Skills

Email: Stephen.Bashford@westofengland-ca.gov.uk

**REPORT TO: WEST OF ENGLAND COMBINED AUTHORITY
COMMITTEE**

DATE: 19 JULY 2019

REPORT TITLE: EMPLOYMENT AND SKILLS PLAN

**DIRECTOR: STEPHEN BASHFORD, HEAD OF BUSINESS &
SKILLS**

AUTHOR: RACHEL PYKETT

Purpose of Report

- 1 This report:
 - Provides an overview of the draft West of England Employment and Skills Plan.
 - Sets out the process that has been undertaken to develop the Plan.
 - Provides a summary of outcomes of recent public engagement on the Plan.

Recommendation

- WECA Committee is asked to approve the Employment and Skills Plan.

Background / Issues for Consideration

- 2 The development of a regional employment and skills plan was agreed as a priority in the WECA Business Plan. Delivery of appropriate employment and skills interventions also emerged as one of the key conclusions from the Local Industrial Strategy (LIS) evidence base.
 - 2.1 The Plan therefore forms a key component of the LIS, ensuring our residents and businesses have access to the right support to enable them to contribute to and benefit from regional growth.

- 2.3 The Plan provides an over-arching framework to help shape the development of employment and skills activities across the region. It sets a collective vision and shared objectives for delivery, reform and investment, acting to influence and catalyse action from both local and national partners where priorities align. These are set out at Figure 1.

Figure 1: Employment and Skills Plan vision and strategic objectives

Vision

“By 2036, the West of England will be internationally recognised for its sustainable, inclusive and diverse economy, providing a high quality of life, prosperity and opportunities for all its residents. Our people will be skilled, healthy and able to access pathways of opportunity to achieve their potential. Our businesses will play an active role in shaping employment and skills provision across the region and they will be able to find the skills and talent they need to innovate, add greater value and thrive”

Strategic Objectives



SO1: Integrating our employment, skills and education system to ensure it is aligned with demand and responsive to changing patterns of employment



SO2: Enabling all young people to achieve their potential



SO3: Supporting everyone who is able to work by helping to address their barriers to employment and progression



SO4: Empowering people to progress within employment, including access to better higher paid opportunities



SO5: Ensuring employers are able to recruit and retain the diverse skills and talent they need to thrive from within and beyond the region

- 2.4 The Plan has been built on a detailed understanding of our regional strengths and challenges, which are summarised in the plan and set out in greater detail in the supporting evidence base report.
- 2.5 The Plan includes initial proposals for taking forward our priorities in an action plan. This action plan will remain a living, breathing plan, able to respond to emerging opportunities and innovative proposals as they come forward. This is set out in the draft Employment and Skills Plan.
- 2.6 As highlighted in the Plan, there will be collective responsibility for delivering and resourcing actions identified. It is anticipated that actions will be funded through a variety of potential funding streams including any remaining European funds/successor programmes, the West of England Investment Fund, national delivery, devolved resources and local resources. Whilst every effort has been made to identify potential funding streams to deliver the plan, as a long-term plan, other funding streams will emerge over time.
- 2.7 The Plan highlights that the Skills Advisory Panel (SAP) the region will shortly establish will provide expert oversight and direction to this work, providing skills advice to the LEP, Combined Authority and Joint Committee to support decision making.
- 2.8 The strategy has been developed by a range of partners across the region, representing a collective vision to underpin the decisions we take together to enhance employment and skills provision across the region.
- 2.9 The Plan builds on our collective experience, highlighting a range of existing employment and skills related activity both within the region and beyond that is having positive impact and that we should look to build on as we implement our regional plan. The actions above build on the firm foundations we have in the region.

Consultation

- 3 As highlighted in section 2 of this report, the Employment and Skills Plan has been developed in collaboration with a wide range of partners and stakeholders across the region. Through the development process, consultation has taken place with:
- The four Unitary Authorities across the region
 - The Local Enterprise Partnership Board
 - The regional FE Principals Group
 - The regional Skills Advisory Board
 - The Civil Society Partnership
 - A Skills Expert Group that was established to enable partners from across the groups detailed above (and more broadly – including our universities) to

come together to help shape the plan.

Feedback from each of these groups has helped shape the draft plan.

- 3.1 The draft plan has been shared publicly, ensuring views from people across the region have been captured during the plan development process. The draft was available online between 6th and 26th June. During this time the Plan was viewed 777 times and was viewed over 3,500 times via Twitter and LinkedIn. Details of the Plan were included in a number of WECA newsletters, which were opened over 400 times.
- 3.2 An online questionnaire was published alongside the plan. This received 21 responses (with 3 further responses received via email). Respondents to the survey were broadly positive. Almost all respondents stated they agreed or strongly agreed with the priorities, vision, objectives and proposed actions set out in the plan.¹
- 3.3 Those who responded to the survey made a number of suggestions about developing the plan. Comments fell within a number of common themes, which are set out in the table below, along with detail on how these views will be reflected in the implementation of the plan.

Figure 2: Themes emerging from public engagement

Theme of comments	Response
Revisions to the Vision and Strategic Objectives	A number of minor revisions to the vision and SO's have been made to reflect views expressed during the engagement process
Suggestion for sector specific emphasis in relation to individual proposed actions	The plan does not take a sector focus. The requirements of different sectors will be considered in implementation planning
Strengthen emphasis on the needs of specific cohorts underrepresented in the labour market	A number of further priority groups have been highlighted in the plan, building on those included in the draft consulted on
Demonstrate how this Plan links to other strategies	A new section has been added to the plan, reflecting links between this plan and broader strategies in place across the region
Suggestion of greater emphasis on the spatial distribution of interventions, to	The plan references the need to focus on the needs of individual communities. The detail of this will be develop

¹ 20 respondents agreed or strongly agreed with the plan's priorities, 19 with the vision, 19 with the objectives and 18 with the proposed actions.

address particular issues	through implementation planning
Greater recognition of the role of independent training providers	The role of independent training providers, along with a range of other providers, will be important in developing the plan, they will be important partners in implementation planning
Emphasis of the need for careers advice throughout all activity in the plan	Additional references to careers advice have been included in the plan, emphasising the lifelong nature of this activity
Support for specific successful projects	The potential to support existing projects will be considered through implementation planning

3.3 The Skills Expert Group met for a final time on 24th June to review the draft plan. Final revisions were discussed to strengthen the emphasis and focus of the drafting. The Expert Group agreed to add an additional action to the plan, ensuring there was a specific focus on lifelong reskilling and retraining, reflecting the changing nature of the labour market where multiple careers over an individual's working life are becoming more common.

3.4 The draft plan attached reflects feedback that has been received throughout the drafting and development process.

Other Options Considered

4 The Employment and Skills Plan was a recommendation of the WECA Business Plan signed off by Committee. No other options have been considered.

Risk Management/Assessment

5 Risks associated with this plan will be in relation to the individual actions detailed. Risks will cover areas such as securing appropriate investment, engaging participants in individual programmes associated with the plan, and ensuring timely and high quality delivery of services.

- 5.1 Specific risks and proposed mitigating action will be identified as delivery plans for individual actions set out in the Employment and Skills Plan are developed.

Public Sector Equality Duties

- 6 The public sector equality duty created under the Equality Act 2010 means that public authorities must have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimization and other conduct prohibited by the Act.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.
- 6.1 The Act explains that having due regard for advancing equality involves:
- Removing or minimizing disadvantages suffered by people due to their protected characteristics.
 - Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
 - Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.
- 6.2 The general equality duty therefore requires organisations to consider how they could positively contribute to the advancement of equality and good relations. It requires equality considerations to be reflected in the design of policies and the delivery of services, including policies, and for these issues to be kept under review.
- 6.3 Evidence that has informed the Employment and Skills Plan has identified specific demographic groups and communities where action is required encourage participation. As delivery plans are developed, we will continue to ensure we continue to focus on this issue.

Finance Implications, including economic impact assessment where appropriate

- 7 There are no direct financial implications associated with the Employment and Skills Plan. However, the Plan does set a strategic framework against which future financial decisions will be taken. The financial implications of individual actions set out in the Plan will be detailed as delivery plans for each action are developed.

Advice given by: Malcolm Coe, Director of Investment and Corporate Services, WECA

Legal Implications

- 8 There are no direct legal implications associated with the Employment and Skills Plan. However, the Plan does set a strategic framework against which future decisions will be taken. The legal implications of individual actions set out in the Plan will be detailed as delivery plans for each action are developed.

Advice given by: Shahzia Daya, Director Legal Services, WECA

Land/Property Implications

- 9 There are no direct land or property implications associated with the Employment and Skills Plan. However, the Plan does set a strategic framework against which future decisions will be taken. The land and property implications of individual actions set out in the Plan will be detailed as delivery plans for each action are developed.

Advice given by: David Carter, Director of Infrastructure, WECA

Human Resources Implications

- 10 There are no direct HR implications associated with the Employment and Skills Plan. However, the Plan does set a strategic framework against which future decisions will be taken. The HR implications of individual actions set out in the Plan will be detailed as delivery plans for each action are developed.

Advice given by: Alex Holly, Head of People and Assets, WECA

Appendices:

Appendices to the report are:

Appendix 1 – The Draft Employment and Skills Plan

Appendix 2 – The evidence base report underpinning the plan: https://www.westofengland-ca.gov.uk/wp-content/uploads/2019/06/190320-Employment-and-Skills-Plan-Evidence-Base-June-2019-FINAL_compressed.pdf

West of England Combined Authority Contact:

Any person seeking background information relating to this item should seek the assistance of the contact officer for the meeting who is Ian Hird / Tim Milgate on 0117 332 1486; or by writing to West of England Combined Authority, 3 Rivergate, Temple Way, Bristol BS1 6ER; email: democratic.services@westofengland-ca.gov.uk

EMPLOYMENT & SKILLS PLAN



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Executive summary

This document sets out a long-term Employment and Skills Plan for the West of England. It draws on evidence of our regional strengths, opportunities and challenges and highlights the steps we will take to ensure the West of England continues to deliver the employment and skills opportunities that will enable people, communities and the region as a whole to thrive.

Strategic ambition and objectives

At the heart of our plan is our vision for employment and skills within the West of England area, as set out below:

“By 2036, the West of England will be internationally recognised for its sustainable, inclusive and diverse economy, providing a high quality of life, prosperity and opportunities for all its residents. Our people will be skilled, healthy and able to access pathways of opportunity to achieve their potential. Our businesses will play an active role in shaping employment and skills provision across the region and they will be able to find the skills and talent they need to innovate, add greater value and thrive”

To deliver on our vision, the region, will pursue five strategic objectives.



SO1: Integrating our employment, skills and education system to ensure it is aligned with demand and responsive to changing patterns of employment



SO2: Enabling all young people to achieve their potential



SO3: Supporting everyone who is able to work by helping to address their barriers to employment and progression



SO4: Empowering people to progress within employment, including access to better higher paid opportunities



SO5: Ensuring employers are able to recruit and retain the diverse skills and talent they need to thrive from within and beyond the region

Strategic actions

The table below sets out our strategic actions, many of which cut across more than one objective.

Strategic activities	SO1	SO2	SO3	SO4	SO5
1. Work towards a more integrated regional skills function To include intelligence, evidence based commissioning, co-ordination of provision and informed decision-making	✓	✓	✓	✓	✓
2. Co-design activities which challenge and support our schools to improve outcomes and raise aspiration among young people		✓			
3. Enhance careers education, advice and guidance through expansion of the Careers Hub model By co-designing a world class careers advice service that adds value to and complements the current CEC offer	✓	✓			✓
4. Secure investment for a community grant scheme for projects targeting local need or specific hard to reach groups	✓		✓	✓	
5. Infrastructure to connect people to employment and skills opportunities Align plans to ensure employment and skills opportunities are supported by infrastructure that links people to opportunities	✓	✓	✓	✓	✓
6. Support effective retraining opportunities across the region, ensuring residents and businesses are well-prepared for a changing labour market			✓	✓	✓
7. Develop Future Bright Plus Build on successful parts of programme and expand remit based on mid-term evaluation	✓		✓	✓	✓
8. Further development/re-boot of the Apprenticeship Hub Focusing on brokerage (people and businesses) to maximise uptake and linked to the Growth Hub	✓	✓	✓	✓	✓
9. Adult Education Budget Commissioning Strategy Align commissioning strategy to the vision and objectives of the Employment and Skills Plan	✓	✓	✓	✓	✓
10. Develop initiatives to help employers plan for skills e.g through development of anchor institutions network, Workforce for the Future and Enhanced Growth Hub offer	✓	✓	✓	✓	✓
11. Supporting key growth sectors and innovation 'ecosystem' i.e. through Global Centre of Innovation Excellence, Institute of Technology, Digital Skills	✓	✓	✓	✓	✓

Understanding where we are now

This plan responds to a comprehensive review of the evidence about how our region currently performs, where we have strengths, and where we have challenges to address. The evidence base highlights a number of key issues which have informed our plans:

- Strong demand for high level skills - reflecting strong knowledge intensive sectors
- The increasingly digitally enabled employment and skills landscape that will continue to reshape the labour market within the region
- Skills gaps (lack proficiency in existing staff) are higher amongst lower skilled occupations
- Awareness and use of apprenticeships is low, despite opportunity to address shortages
- Our education pipeline is under-performing with educational achievement below average in both primary and secondary schools
- Significantly fewer young people from our area go on to study at a higher level
- The proportion of 16-17 year olds who are Not in Education, Employment or Training is higher than average
- Attainment and engagement in education amongst our disadvantaged children (including those with SEND and care leavers) is also significantly below average
- There remain 128,500 adults without a level 2 qualification
- There remain 47,800 people not in work who would like to be and there are significant inequalities in employment with disabled people, ethnic minorities and people with low skills less likely to be employed
- Low pay is an issue for 19% of the workforce, particularly those without qualifications

How we will develop on this plan

A plan for each of the actions detailed in this document will be developed, ensuring we have clear delivery plans for each of the priorities we have identified. Alongside this, we will establish our regional Skills Advisory Panel, which will provide expert oversight and direction to this work and providing skills advice to the LEP and Combined Authority to support decision making.

This is a plan for the whole region, achieving the objectives set out in this document will rely on partners working together effectively to realise the potential of the people and places of the region.

Delivering on our regional vision

This plan is one of the building blocks that will help the West of England deliver on our vision to drive clean and inclusive growth across the region.

The strategic objectives and actions set out in the Employment and Skills Plan are a coordinated set of activities. Individual actions will have impact across a range of our objectives and many will have significant interdependencies with one another. The Skills Advisory Panel that will play a significant role in overseeing the work to implement this plan will pay close attention to these interdependencies as the impact of the plan is monitored.

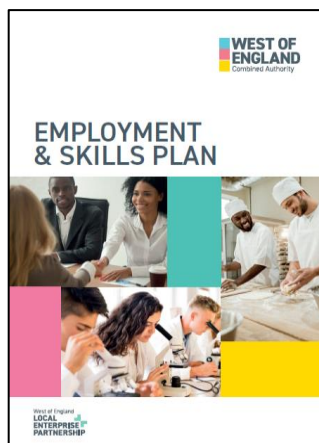
Our Employment and Skills Plan sits alongside a number of other regional strategies which, together, are delivering the framework through which decisions about the future of our region are being made.

Our Joint Spatial Plan sets out how the region will develop the housing, employment and infrastructure sites needed to help the region grow.

Our Joint Local Transport Plan sets out sets a vision to connect people and places, supporting sustainable and inclusive economic growth.

Our forthcoming Local Industrial Strategy sets out how the region will drive regional productivity through supporting residents to access opportunities, supporting businesses to adapt and grow, harnessing the research and commercial opportunity of innovative ideas, and ensuring we have the infrastructure needed to drive productivity growth. The links between our regional strategies, and those of a wide range of local partners (including health plans, strategies developed by local authorities across the region and those of skills providers), are well understood and the region is clear that we are delivering the ambition set within these documents as part of a single vision.

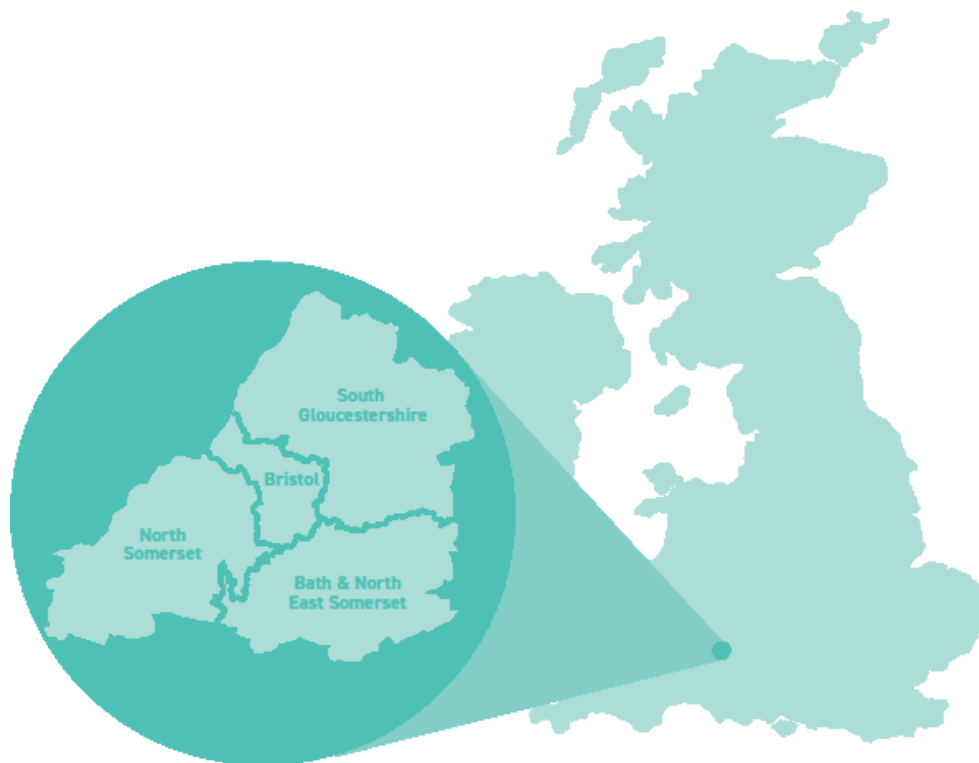
Alignment of regional plans



Introduction

This document sets out a long-term Employment and Skills Plan for the West of England. It is a key component of our Local Industrial Strategy (LIS) and aligns with our existing regional infrastructure plans. It recognises that without a focus on developing the skills and opportunities of our people, our ability to deliver on the ambitions of our Local Industrial Strategy will be compromised.

The Plan covers the four unitary authority areas of the West of England Local Enterprise Partnership (LEP) area - Bristol, Bath and North East Somerset, North Somerset and South Gloucestershire.



The Plan provides an over-arching framework to help shape the development of employment and skills activities across the region. It sets a collective vision and shared priorities for delivery, reform and investment, acting to influence and catalyse action from both local and national partners where priorities align.

The Plan includes initial proposals for taking forward our priorities in an action plan. This action plan will remain a living, breathing plan, able to respond to emerging opportunities and innovative proposals as they come forward.

There will be collective responsibility for delivering and resourcing actions identified in the Plan. It is anticipated that actions will be funded through a variety of potential funding streams including any remaining European funds/successor programmes, the West of England Investment Fund, national delivery, devolved resources and local resources. Whilst every effort has been made to identify potential funding streams to deliver the plan, as a long-term plan, other funding streams will emerge over time.

The strategy has been developed by a range of partners across the region and is informed by a clear and robust evidence base.

Context

Across the West of England we have an ambition to drive clean and inclusive growth. We want to ensure people can contribute to and benefit from the opportunities growth brings; and we are focused on helping grow our economy in ways that protect the climate and environment upon which we and future generations depend.

This plan contributes to that ambition, ensuring we are supporting the people, communities, and businesses of the region to thrive; and ensuring we are developing the skills that will enhance our capacity to grow our economy in ways that also protects our environment.

The West of England Employment and Skills Plan sits alongside, and is a key component of our Local Industrial Strategy (LIS). It recognises the distinctive strengths of our people and the places across the region.

This plan also sits alongside a range of broader strategic plans for our region, such as the Joint Spatial Plan (JSP) and Joint Local Transport Plan (JLTP). We have developed all of these plans in partnership across the region, setting a collective direction and agreeing specific priorities to help our region develop. There are clear interdependencies between these strategies and the range of broader services delivered across our region. By working together, we are aligning and sequencing investment in ways that will deliver on the collective priorities of our plans: maximising the impact of our work.

This plan builds on strong foundations. Across the West of England Combined Authority and Local Enterprise Partnership, devolution and collective decision making has enabled:

- ✓ investment to deliver infrastructure to boost economic growth (including our £900m investment fund)
- ✓ the development of employment and skill programmes that are helping people tackle the barriers they face to progression in work, and helping develop the skills that the employers across our region need (including our Future Bright pilot and the devolved Adult Education Budget)
- ✓ a new relationship with Government, working in collaboration to design services that meet the needs of our region (such as the development of our West of England Careers Hub)

These and other initiatives have brought new ways of working. Across local and with national partners we have co-designed projects to meet the needs of people in our area. However, there is more to do; the current support landscape is confusing, characterised short-term, insecure funding with duplication as well as gaps in support. By working more closely together, we aim to develop an increasingly integrated system that is evidence based, easy to access, shaped by integrated commissioning and investment decisions, involves our local communities and delivers effectively across the area. This Employment and Skills Plan is therefore essential to guiding the development of our new system, providing a once in a generational opportunity to address social inclusion and inequality across our area.

Understanding where we are now

Overview

The West of England has a strong economy on which to build. The area benefits from above average levels of productivity, low rates of unemployment, a highly skilled workforce, good rates of pay and high quality jobs. Whilst growth is expected to continue, with the Joint Spatial Plan supporting the delivery of 82,500 new jobs by 2036, productivity growth has plateaued in recent years. Although many are able to benefit from these opportunities, there remain challenges to ensure that all residents can benefit from the West of England's economic growth, in particular people from disadvantaged groups, who are currently less likely to benefit. Equally, from an employer's perspective, recruitment is starting to become a challenge, in particular at higher skills levels - therefore ensuring this does not become a break on growth is also important.

Summary of evidence

This part of the plan summarises the key findings from the evidence base to ensure our plan is grounded in an understanding of the issues facing the area. For full details, including sources, please see the separate evidence base document. This section also highlights some examples of regional activity which is already having an impact.

Growth and productivity

The West of England is an economically successful region, where businesses start, grow and thrive. Growth has exceeded the national average over the past 15 years and productivity is the highest of all the core cities. The region is a net contributor to the UK economy. However, productivity growth has levelled off since the financial crisis, posing a real threat to future prosperity of our residents.

Employer needs

The National Employer Skills Survey shows that employers in the West of England have **more vacancies and find it harder to recruit than the national average**, particularly for higher skilled occupations. Whilst 21% reported that they have **staff not fully proficient** (skills gaps) compared to 13% for England, 41% reported that they were **under-utilising staff** (compared to 34% for England), suggesting there is some mis-alignment of skills. However, whilst employers were more likely to be reporting **skills shortages in higher and mid-skilled occupations**, they were more likely to report **skills gaps (lack of proficiency within existing workforce) in service and labour intensive occupations** - highlighting the need to develop the skills required amongst people who work in these occupations as well as develop a pipeline of more highly skilled people. Of businesses identifying a need for skills in the next 12 months, the skills needs included basic skills, digital skills, operational skills as well as complex analytical skills. Local survey data found that the top 5 most important skills needed within a business were: communication, team working, customer service, problem solving and numeracy and analytical, although specific skills needs varied by sector and role.

Of those reporting skills gaps, 19% indicated that this had a major impact on their business. Whilst 74% have trained staff over the last 12 months (compared to 66% for England), only 39% had a budget for training. The most significant **barriers to providing more training were staff time away (57%) and lack of funds/expense (51%)**.

What is already being done - Case Study: Skills West

Skills West is a 'one stop' free, impartial skills advice service, offering solutions to the skills needs of local businesses. A team of experienced skills advisors provide:

- advice on new apprenticeship standards and funding, covering 90% of training costs
- help to identify skills and training needs
- advice on the best training solutions for your business
- access to relevant training providers
- guidance on how to attract and retain the best people
- advice on how to raise the profile of your employment opportunities

This service is a partnership between Business West, the Western Training Provider Network and local and national training providers. The project is funded through the European Social Fund and Education & Skills Funding Agency and commissioned by the West of England Local Enterprise Partnership.

Skills for innovation

The West of England benefits from an established **innovation cluster**, centred around growth in the high tech and digital sectors, cultural and creative industries, aerospace and advanced engineering and financial and business services. There are c.334,000 people employed in Knowledge Intensive Businesses and Services within the West of England accounting for 55% of employment. The area has benefited from both enterprise growth and significant inward investment in these areas from multi-nationals as well as companies relocating from London. Alongside this, the area's four universities are a key component of the cluster, supplying graduate level skills, developing knowledge content, investing in innovation facilities as well as collaborative ventures and spin outs. Boosting the **pipeline of specialist and generic high level skills is vital to sustaining the growth of this cluster**, in particular the mix of **Science, Technology, Arts, Engineering and Maths skills (STEAM)**.

Research also shows that the workforce in this knowledge intensive cluster lacks diversity, with women, ethnic minorities and disabled people under-represented, providing a clear opportunity to address the skills shortage highlighted.

Whilst use of apprenticeships is a recognised route into the engineering sectors, they are less commonly used in the other areas, with **low awareness and understanding of apprenticeships** amongst employers, suggesting this is an opportunity for further development. The introduction of T-levels and an increasing focus on technical skills, also presents an opportunity to address the demand for technical skills.

What is already being done - case study: Institutes of Technology

In April 2019, the Government announced that Weston College of Further and Higher Education would be one of 12 Institutes of Technology to be set up in England. Institutes of Technology will be:

'prestigious and high quality employer-led institution delivering higher level technical education with a clear route to high skilled employment IoTs will be a new type of institution, tailored to focus on the specific technical skills needs in their area. They will be created through innovative collaborations between employers and FE and HE providers; harnessing the teaching expertise of HE and FE, research expertise of HE, and industry knowledge and expertise from employers.'

Future skills

Globalisation, technological progress and demographic change are having a profound impact on labour markets, affecting both the quantity and quality of jobs that are available, as well as how and by whom they are carried out. Research by the OECD, suggests that across OECD countries:

- *Orders of industrial robots have tripped over the last decade* and are projected to increase rapidly
- The *risk of automation is real, nearly half of all jobs will be transformed with technology*, with 14% of jobs completed automated and 32% changing significantly. However, whilst technological progress will make some occupations obsolete, it also creates new jobs
- However, *many adults do not have the right skills for emerging jobs*, with 6 out of 10 adults lacking basic ICT skills or having no computer expertise
- The share of highly -skilled jobs has increased by 25% over the last 2 decades and whilst low skilled jobs have also increased, *the share of middle-skilled jobs has decreased*
- Adult benefitting from training are currently more likely to be high skilled, in jobs with a low risk of automation and in full time employment. The OECD recommends that *adult training should be better targeted at those with low skills, in jobs with a higher risk of automation and whose employment status is less secure*

Occupations

25% of employed people work in ‘professional’ occupations, followed by ‘associate professional and technical’ occupations (16.5%). *Employment in these higher level occupations has grown significantly since 2004*, following global trends. Over the same time period, there are fewer people working in ‘administrative and secretarial’ occupations (7.9%), ‘sales and customer service’ occupations (7%) and ‘Process, plant and machine operatives’ (5.4%). There remain *significant gender differences by occupation*, with *fewer women working as ‘managers, directors and senior officials’*, ‘skilled trades’, or ‘plant, process or machine operatives’ and fewer men working in ‘administrative and secretarial roles’ and ‘caring, leisure and other service’ occupations. There were also different occupational profiles by ethnicity, with *fewer people from ethnic minorities employed in ‘associate professional and technical’ occupations and more in ‘caring leisure and other occupations’*.

What is already being done - Stepping Up

The Stepping Up programme aims to unlock potential and develop talent while ensuring a fair representation of BAME, disabled people and women in positions of leadership. In its first year, Stepping Up recruited over 40 participants and secured engagement from over 50 partner organisations. The interim evaluation highlighted early success, with 50% of participants securing promotion and 20% applying to become magistrates. From 2019, with bursary support from WECA, the scope has been extended to include people with other protected characteristics (women, Disabled people, LGBT+, etc.) and to cover the entire West of England region

Nature of employment

73.1% of people work full time, compared to 75.1% in England. Full time working is lowest in B&NES and North Somerset. It is particularly low amongst women (55.9%) and in particular older women (46.9%). ***Whilst part time working provides increased flexibility, many part time roles tend to be lower paid and in lower paid sectors.***

5.6% are in ***non-permanent employment***, which is slightly higher than the average for England at 4.6%. Whilst for some, working part time and in zero hours contracts suits their personal circumstances, for others it is not a choice. Therefore ***increasing the full time, permanent opportunities or quality of part time opportunities would help provide people with increased security and incomes.***

The ***median hourly workplace pay is slightly higher*** in the West of England than the England averages, across both part time and full time jobs and by gender, a positive position. However, as is the case nationally, the data also reveals ***inequalities between PT/FT workers and male/female wages.*** Workplace pay is lowest in North Somerset. In terms of residential wages, people living in South Gloucestershire were paid the lowest. ***Despite the higher than average pay, in absolute terms, c.100,000 jobs are paid below the real living wage (as defined by the Living Wage Foundation) (19%).*** National research by the Joseph Rowntree Foundation found that jobs that are low paid and insecure, do not offer a stepping stone to a better job, but trap people in poverty, with 5/6 people in low paid work failing to escape low pay over 10 years.

What is already being done - case study: Future Bright



Future Bright is a £4m regional initiative funded by the DWP to help people across the Combined Authority area to develop their skills, increase their income and progress their career. Future Bright offers participants a 3-6 month programme of support to increase confidence, practical advice to help overcome barriers, tailored skills and training and funding for training or career development costs. As well as supporting individuals, the programme works alongside employers to help businesses and employees realise their full potential. The programme is managed by the West of England Combined Authority and delivered by Bristol, B&NES and South Gloucestershire Councils. Whilst it is due to close in 2020, partners were keen to learn from progress so far and see the existing scheme extended beyond 2020 and potentially cover a broader cohort of people.

Population

The population of the West of England is ***growing faster than the England average.*** Crucially, this includes ***growth in working age cohorts***, but this is driven by growth in Bristol, which is the only authority area where growth in the working age population outstrips the aging population. The ***65+ population is expected to grow by 24%*** between 2017-2030 and with an increasing retirement age, ***supporting older workers*** who need or wish to remain in work will become increasingly important. Research by AgeUK found that older workers are both more likely to be made redundant than their younger colleagues and once unemployed, are unemployed for longer.¹

¹ [AgeUK, Older Workers At High Redundancy Risk](#)

Migration, both internal and international is an important element of this growth, but with long term international migration falling, the ***West of England may not be able to rely on international workers to the same extent as previously.*** As well as economic migrants, parts of the West of England are increasingly diverse. For example in Bristol there are now at least 45 religions, at least 187 countries of birth and at least 91 main languages spoken and recent data on school pupils shows that the % of pupils who are not 'White British' has increased from 31% in 2011 to 37% in 2018. Many migrants, including ***refugees and asylum seekers, require ESOL and other support to overcome barriers to work and social integration.***

Health

The ***health of people in the West of England varies considerably*** across the region and between the most and least deprived areas. On average, people in South Gloucestershire and B&NES have higher life expectancy than the national average, people in North Somerset are similar to the national average and men in Bristol have a lower life expectancy. ***Bristol performs below the England average for a large number of health indicators.*** All four unitary areas show ***health inequalities***, where there is a difference in life expectancy between the most and least deprived wards. For women, the gap is smallest in Bath and North East Somerset at 3.7 years and largest in North Somerset at 7.9 years. For men, the gap is smallest in South Gloucestershire at 6.2 years and largest in North Somerset at 9.9 years. Research by Public Health England shows that ill-health amongst people of working ages is both costly for business and the economy.

Evidence shows that ***people with long term illnesses and disabilities are more likely to be unemployed or inactive than their peers who are not.*** In addition, over 11,000 individuals are claiming a carer's allowance, of which $\frac{3}{4}$ were women. ***Being a carer can limit the amount of time someone can undertake paid work***, impacting on their personal income. Research by Public Health England shows that improving the health of the workforce can improve productivity and reduce staff turnover. The research highlights that with 24% of sickness absences nationally caused by musculoskeletal conditions and 11% by mental health issues, including work-related stress, there is scope to reduce these absences by introducing workplace interventions.

What is already being done - case study: Get Well, Get On

Get Well, Get on, provides support to people who are in work, at risk of falling out of work and who are on sick leave but are still employed with mental ill health and/or muscular skeletal conditions. **Get well, Get on**, is part of a wider '**Thrive Bristol**' initiative to create a whole city approach to mental health and well-being.

Deprivation

Deprivation levels vary across the area, with 16% of Local Super Output Areas in Bristol falling into the most deprived 10% in England, 6.7% in North Somerset and 1% in B&NES. South Gloucestershire does not have any LSOAs falling within the most deprived in England. Overall, local authorities are also ranked from the most deprived to the least deprived. On this basis, Bristol falls into the lower quartile of local authorities, North Somerset, the 3rd quartile and South Gloucestershire and B&NES fall into the top quartile (i.e. least deprived authorities).

What is already being done - case study: Workzone Plus

The employment and economy programme is a two year project starting in March 2018. The project will expand on learning from the delivery of the Work Zone pilot to develop a new innovative employment and enterprise project tailored to Horfield and Lockleaze. This will plug gaps in local provision and develop a service that reflects the needs of the community. The project uses S.106 funds to support employment, training and enterprise outcomes among 375 residents.

Unemployment and inactivity

Whilst the *unemployment rate is better than the England average*, in absolute terms, there remain **20,500 people currently unemployed (16-64)**. The unemployment rate is higher amongst 16-24 year olds, young men, disabled people, people from ethnic minority communities, people with low skills levels, learning difficulties and people from Bristol. As of April 2019, 13,995 people (16+) were claiming unemployment related benefits and at ward level the claimant rate varies, *demonstrating geographical pockets of unemployment*. At the same time, there are 133,000 16-64 year olds that are economically inactive - a high proportion of which are retired, students or not involved in the labour market out of choice. However, *approximately 27,300 'want a job'*. Of the inactive population, 26,700 were inactive due to long term illness. Rates of inactivity increased amongst the two groups at both ends of the age spectrum (the young: 16-19 year olds, 20-24 year and older people: 50-64 year olds and 65+). Bringing together those who are unemployed and those who are inactive but want to work means *there are approx. 47,800 people wanting to work*. Our experience of supporting individuals back to work tells us that many *people experience complex barriers to work* including housing, mental health, drug and alcohol problems, debt, health, childcare, transport, etc. and therefore support programmes must take this into account.

The Joint Local Transport Plan highlights that there are *limitations to public transport connectivity*, with gaps in the commercial bus network, including links to deprived areas and employment sites - *creating barriers to employment for individuals and skills shortages for employers*.

What is already being done - case study: West of England Works

The West of England Works project is an exciting partnership which aims to help unemployed and economically inactive people in the West of England find employment. Led by Weston College, the partnership includes a range of voluntary and community organisations based in Bristol, North Somerset, South Gloucestershire, and Bath and North East Somerset. It will support at least 1537 young people and adults into gaining employment through a community-based support programme. Between them the partners have specialist skills in working with those from a BME background, NEETS, carers, ex-offenders, those with disabilities or long term health issues and those with a history of substance misuse. The project is part of the Building Better Opportunities programme, and has received £6 million of funding from the Big Lottery Fund and the European Social Fund.

Qualifications

Overall the working age population in the West of England is well qualified, with 46% having an NVQ level 4 or above qualification, compared to 39% for England. However, whilst the West of England has a lower proportion without an NVQ level 2 qualification, in **absolute terms, there are 133,000 people without a level 2**. The evidence indicates that whilst the West of England is successful in attracting highly skilled individuals into the area, it is less successful at producing its own highly skilled people - resulting in inequalities as research shows that people without a level 2, are more likely to be trapped in low skilled/low paid employment or unemployment. The proportion of people without a Level 2 is significantly **higher amongst 50-64 year olds and slightly higher among men**, reflecting national trends. Skills levels were lowest in B&NES.

What is already being done - case study: Adult Education Budget

Devolution of the Adult Education Budget from 2019/2020 will provide an opportunity to vary criteria for funding adult skills to reflect the needs of our area, rather than national priorities

What is already being done - case study: Encouraging residents to return to learning. South Gloucestershire Community Learning as part of Learning Communities West

Community Learning is a valuable service in South Gloucestershire, encouraging residents to develop their knowledge and return to learning in local easy to access venues. The diverse and inclusive range of learners who attend a wide variety of courses benefit from well qualified tutors who are supportive and the mix of learner ages also encourages peer to peer support within classes. The service provides accredited courses as part of the offer along with other social courses to develop learners' skills, improve mental health and well-being and build the confidence to progress further in life and work. A family learning offer is also included which provides opportunities for parents to develop their own skills to help their children at school. South Gloucestershire Community Learning worked with over 900 learners in the academic year 2017/8.

There are community learning services and offers in venues across the West of England area offering similar programmes. The service is funded through sources such as AEB and courses are mostly free for residents who are 19+ with qualifications below level 2.

Schools

Educational attainment in schools (as measured at KS2, KS4 and KS5) is slightly below the national average for all young people (except in B&NES), but **significantly below the national average for disadvantaged children** (at all three stages). At GCSE, performance in English is lower than the national average in all districts except North Somerset, whilst for maths, performance was lower than the national average in Bristol, and South Gloucestershire. Attainment matters, as research by the CBI in 2017 found that **educational attainment at 16 is the single most important driver of productivity differences across the UK**, reflecting the fact that young people coming through the education system are the future workforce and young people without qualifications are more likely to be trapped in low skill/low wage employment.

What is already being done - case study: educational partnerships

Across all four unitary authorities, educational partnerships have been established to support improvements in schools and other education providers through collaboration and partnership working.

Careers advice

Research by the Careers and Enterprise Company has found that 55/90 of our schools and colleges were using the Gatsby Benchmarks in 2017/2018. The West of England had an Average benchmark of 2.462, just higher than the National average of 2.457. Overall, the West of England is ranked 19th of the 38 LEPs by performance on Gatsby Benchmarks.

What is already being done - case study: Careers Enterprise Company provision

In 2018, the West of England LEP area was selected by the Careers and Enterprise Company to participate in a national pilot of Careers Hubs. Our *Careers Hub* works with 25 schools and colleges from across the area to ensure schools and colleges are supported to improve careers opportunities and work experiences for young people. Our Careers Hub is part of a broader *Enterprise Advisor Network*, co-funded by the Careers and Enterprise Company to work with schools to build career plans and make connections to local employers through a team of volunteer 'Enterprise Advisors' from the business community. Whilst we value the Careers Hub and Enterprise Advisor Network, early feedback indicates that the service needs to be extended to reach more schools and provide schools with support for direct delivery.

More broadly, young people leaving education at KS5 in the West of England were ***much less likely to go to higher education provision or top 1/3 higher education institutions***. Research by the Office for students shows that there is a very local geographical dimension to this, with some areas having some of the highest rates of participation in the country and some the lowest. These areas with low participation have been targeted by the NCOP initiatives to improve participation (see below).

Approximately 80,000 students study in the West of England's four universities (excluding any studying higher education courses in the area's FE colleges), attracting talent from across the UK and the world. These findings, suggest that West of England's highly skilled workforce has been largely supplied by migration into the area, rather than grown from the indigenous population.

What is already being done - case study: National Collaborative Outreach Programme (NCOP)

NCOP brings together 29 partnerships of universities, colleges and other local partners to deliver outreach programmes to young people in years 9 to 13. Their work is focused on local areas where higher education participation is lower than might be expected given the GCSE results of the young people who live there. There are two NCOP partnerships in the West of England:

- **Future Quest**, which has taken a dual-programme approach designed to inspire, instil confidence, and develop young people's skills in preparation for higher education and
- The **Wessex Inspiration Network (WIN)** which is working directly with schools and colleges to engage with students. WIN higher education advisers are based in a number of partner institutions to facilitate an ongoing programme of activities, aimed at both students and parents, which demonstrate the benefits that can be gained from studying at higher education level.

Young people at risk of disengagement

Across the West of England, 6.6% of 16 and 17 year olds were Not in Education, Employment or Training (NEET), with **higher than average levels seen in Bristol (8.8%) and North Somerset (6.1%)**. NEET levels were significantly higher for young people with **Special Educational Needs or Disabilities (SEND)** in Bristol (14%) and B&NES (10.9%). In 2018, there were 1,245 looked after children in the West of England area, 52% of which were from Bristol, which has a higher than average rate of looked after children. Approximately 37% of care leavers were NEET. National research has shown that the following groups are at greater risk of becoming NEET:

- Young parents
- Those permanently excluded or suspended from school
- Those who had not achieved 5+ A*-C GCSE grades
- Those who were eligible for Free School meals
- Those with a disability
- Those who had been NEET before
- Those supervised by a youth offending team
- Those with fewer than 3 months post 16 education
- Those with responsibilities as a carer

Studies have shown that time spent as NEET can have a detrimental effect on physical and mental health, and increase the likelihood of unemployment, low wages or low quality of work later on in life. However, preventing disengagement at an earlier age and before young people become NEET is often more effective.

What is already being done - case study: Achieving Aspirations Pilot

The achieving aspirations pilot in North Somerset aims to support care leavers into employment through specialist work and careers coaching. This includes recruitment of a dedicated employer engagement lead to support the programme. The programme aims to support 65 care leavers.

Adult skills

There were approximately 26,000 enrolments onto adult skills courses in 2017/18. Whilst females are more likely to enrol onto an Adult Education Course, in-year achievement rates are higher for males. The achievement gap between male and female learners is 4% for the West of England, with the largest gap in B&NES at 8%. 27% of learners were from BAME backgrounds, rising to 45% in Bristol. Whilst the evidence shows an achievement gap between white students and BAME students of 4%, this appears to be reducing, with overall in-year achievement rates increasing in both white and BAME groups.

In 2017/18 almost half the learning aims (47% in West of England) were started by learners that were not employed and were looking for work. Learners that were employed or self-employed and working a low numbers of hours were less likely to enrol for Adult Education than those working 20 hours or more a week. In 2017/18 half the learning aims were started by learners that either had no qualifications or were qualified or below level 2. With almost half the learning aims (46%) in the subject area 'Preparation for Life and Work'.

Apprenticeships

The overall number of enrolments onto apprenticeships has decreased over the past three years, potentially due to a lack of business awareness. Enrolments are the highest for level 2 qualifications but have decreased over the last 3 years; level 4 enrolments are increasing but remain the smallest proportion of enrolments. Achievement rate for the 2017/18 cohort is similar across all levels. The highest rate was for level 4+ apprenticeships (69%) and lowest for Level 2 (64%).

There are large variations in the gender split depending on the sector of the apprenticeship and it is recognised that more needs to be done to attract females into certain sectors. BAME learners make up 8% of all learners across the West of England, again there is a recognition that more needs to be done to attract individuals from a BAME background into apprenticeships, particularly in certain sectors.

In terms of apprenticeships to support innovation (i.e. in Science, and Mathematics, Engineering and Manufacturing Technologies and Information and Communication Technology) there were a total of 2,310 learners in 2017/18. These learners were predominately male (89%), except for science and maths where there were more female learners (78%), however it only has a small proportion of learners compared to the other sectors.

From an employer perspective, **64.9% of businesses in the West of England have not used apprenticeships in their businesses** and awareness of apprenticeship reforms, funding or new standards was also low.

What is already being done - case study: Apprenticeship Hub

Apprenticeship Hub West is an online hub that provides information about apprenticeships to employers, potential apprentices, parents and skills. This includes:

- Information about apprenticeships, including levels
- How to employ/become an apprentice
- The role of training providers
- The apprenticeship Levy
- Links to wider information, resources, advice and guidance
- News and live vacancies

What is already being done - Case Study: B&NES Social Value Act

Through the adoption of the Social Value Act in B&NES Councils procurement practices, it has been able to ensure a range of Targeted, Recruitment & Training (TR&T) opportunities have been delivered through its procurement and commissioning process. To date a range of high value procurement exercises have been able to deliver a range of outcomes including 2,000 training weeks for apprentices and traineeships being delivered on the Councils flagship regeneration scheme, Bath Quays North. TR&T outcomes are also delivered through the Council's development management process, through their S106 policies, where a range of work experience, apprenticeships and employment opportunities are delivered on development sites of over 10 residential dwellings and 10,000 sqft of commercial accommodation.

Conclusions and policy direction

There is a strong demand for skills and high level skills in particular, reflecting the large proportion of knowledge intensive businesses in the area. However, skills gaps (where existing staff lack proficiency) is higher amongst lower skilled occupations. Both skills shortages and gaps have an impact on the productivity and growth potential of our businesses, therefore the evidence points to **a need for interventions to a) develop the skills of people in lower skilled occupations and b) develop a pipeline of talent to supply our innovative, high skilled economy.** Employers have a key role to play in developing their workforce and whilst our employers are more likely to train their staff, there is still scope for improvement. Awareness and use of apprenticeships is low, despite their value in addressing skills shortages and skills gaps - indicating the **need for further interventions to boost apprenticeship take-up**, as well as increase diversity.

Our population is well qualified, with significantly more people qualified to degree level than the national average. However, our education pipeline is under-performing with educational achievement below average in both primary and secondary schools. **This points to a need for interventions to improve educational attainment for young people.** Significantly fewer young people from our area go on to study at a higher level and NEET levels are above average, suggesting **further work is required to raise aspirations and progression.** Attainment and engagement in education amongst our disadvantaged children (including those with SEND and care leavers) is also significantly below average - **suggesting that there needs to be a special focus on our most disadvantaged young people.** Amongst adults, there remain 128,500 people without a level 2 qualification, with implications for their employment prospects, life chances and productivity in work. Helping people to secure their **first level 2 qualification (in particular in Maths, English and digital skills)** is therefore important for both productivity and social inclusion.

Whilst our unemployment rate is lower than average, there remain 47,800 people not in work who would like to be. The evidence base shows there are significant **inequalities in employment** with disabled people, ethnic minorities and people with low skills less likely to be employed. Therefore, **interventions to help people overcome their barriers to employment and promote workforce diversity are therefore required.** Wages in the West of England are also better than average, however, **low pay is an issue for 19% of the workforce**, particularly those without qualifications, **indicating the need for interventions to help people progress in work.**

The SWOT analysis overleaf summarises the Strengths, Weaknesses, Opportunities and Threats facing the West of England area.

SWOT analysis

Strengths

Working age population growing, reflecting attractiveness of area
 Higher than average employment rate (79.1% vs 75.4%)
 Better than average wages and high value job opportunities
 Highly qualified workforce (48.9% qualified to L4+ vs 39% for England)
 Broad, diverse workforce
 High quality and diverse job opportunities from supportive business environment
 Employers more likely to train
 Four universities and HE provision within FE colleges
 Established innovation cluster
 Partnership working and local relationships
 Strong voluntary and community sector

Weaknesses

Some employers struggling to recruit and facing skills gaps
 47,800 people not currently in work who want to be
 Low pay an issue, particularly for part-time workers
 Wage and occupational inequality and in work mobility
 133,000 people without a L2 qualification
 Educational attainment in schools, particularly for disadvantaged children
 NEET levels in parts of the area and for SEND and Children in Care/Care Leavers
 Lower than average progression to Higher level learning
 Low awareness of apprenticeships
 Geographical inequalities and deprivation
 Variable quality careers advice
 Health inequalities and barriers to work
 Growing polarisation of work
 Under-utilisation of staff

SWOT

Opportunities

WECA control of the Adult Education Budget providing opportunity to influence skills provision
 Expansion of Future Bright providing opportunity for more people to benefit
 Range of high quality employment and skills provision providing opportunities to scale up, co-design and integrate
 Institute of Technology bid providing opportunity to address technical skills deficits
 Introduction of T-Levels providing opportunity to address technical skills deficits
 Development of Skills Advisory Panel providing opportunity to improve alignment between supply and demand challenges
 Anchor Institutions providing opportunity to utilise purchasing power and lead
 Combined Authority status providing opportunity to influence national policy
 Development of new interventions to create progression pathways
 Careers Hub and Enterprise Advisor Network established

Threats

Long term labour market trends, hollowing out middle of labour market
 Growing inequalities and poverty
 Exclusion acting as a drag on productivity
 International migration slowing
 Rising welfare costs and demands on the public purse
 Lack of community engagement with employment and skills services
 Plateauing productivity growth
 Ageing population and workforce a threat if insufficient support provided to help older workers remain part of the workforce

Strategic ambition

At the heart of our plan is our vision for employment and skills within the West of England area, as set out below:

“By 2036, the West of England will be internationally recognised for its sustainable, inclusive and diverse economy, providing a high quality of life, prosperity and opportunities for all its residents. Our people will be skilled, healthy and able to access pathways of opportunity to achieve their potential. Our businesses will play an active role in shaping employment and skills provision and will be able to find the skills and talent they need to innovate, add greater value and thrive”

Mission

The mission for the region is to:

Work together to build confidence, capacity and capability in our people, businesses and organisations, to help accelerate sustainable, inclusive growth in the West of England

Strategic objectives

To deliver on our vision, the region, will pursue five strategic objectives. Our objectives, set out below, have clear interdependencies and the action we take to deliver on each of them will have broader impact:



SO1: Integrating our employment, skills and education system to ensure it is aligned with demand and responsive to changing patterns of employment



SO2: Enabling all young people to achieve their potential



SO3: Supporting everyone who is able to work by helping to address their barriers to employment and progression?



SO4: Empowering people to progress within employment, including access to better higher paid opportunities



SO5: Ensuring employers are able to recruit and retain the diverse skills and talent they need to thrive from within and beyond the region

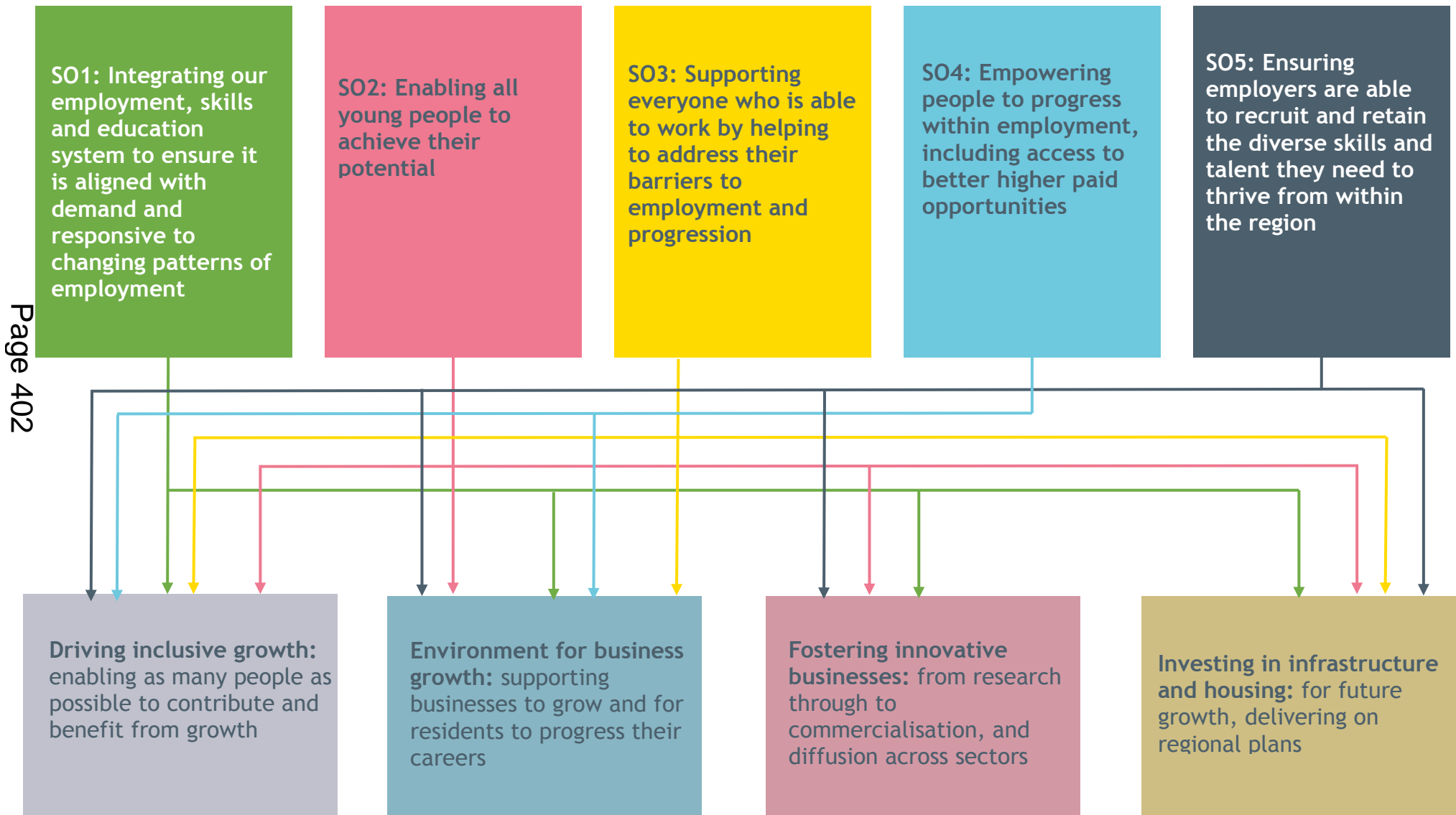
Aligning with emerging Local Industrial Strategy Priorities

The strategic objectives for our Employment and Skills plan align with the priorities that have emerged for our Local Industrial Strategy. This Plan should be seen as a key component of the LIS:

- Ensuring our region is developing the skills we need to deliver on our LIS ambitions, linking residents to opportunities and promoting **inclusive growth** in all that we do.
- Ensuring employers across the region are able to access the skills they need both now and in the future, **helping businesses grow**.
- Ensuring there is a strong talent pipeline of high skilled people able to contribute to continued growth in the high value specialised sectors that are a key part of our regional economy, **ensuring we remain a region where innovation flourishes**.
- Ensuring the region has the skills required to **deliver on our infrastructure ambitions** while also supporting clean growth. For example, through this plan, we will explore opportunities to promote **clean construction and retrofit skills** required to help drive clean growth opportunities across the region. Clean building methods are becoming an increasingly prevalent element of the architecture, design and building sectors. As a region, we need to develop the skills that will enable us to meet future regional needs. By focusing on this issue, we can lead the way in developing the skills and innovative design and building techniques that will have global reach.

As the diagram below shows, each area of this plan will enable progress in delivering our LIS ambitions.

Alignment of the West of England Employment and Skills Plan and Local Industrial Strategy



Measuring success

We will measure success by monitoring progress against a range of outcomes. As set out below, we aim to drive improvements in educational attainment; increase the proportion of people gaining qualifications at all levels; support ability to progress in employment and increase wages; and support employers find the skills they need to grow.

We will monitor progress against these indicators and ensure all interventions developed as part of this plan are focused on delivering against these outcomes.

A broader range of indicators will also be monitored (set out in Appendix 2) to help us track the impact of our plan across the region.

Indicator	SO1	SO2	SO3	SO4	SO5
Increase the proportion of 16-18 year olds in education, employment or training (into EET)	✓	✓			
Increase the educational attainment among young people	✓	✓			✓
Increase the proportion of young people (KS5) progressing to any sustained education destination	✓	✓			✓
Increase the proportion of young people (KS5) progressing to higher education destinations	✓	✓			✓
Reduce the number of people who are unemployed or inactive but wish to work	✓		✓		
Significantly increase the proportion of people with Level 2+ qualifications	✓		✓	✓	✓
Increase the proportion of people with Level 3+ qualifications	✓		✓	✓	✓
Increase the proportion of people with Level 4+ qualifications	✓			✓	✓
Decrease the proportion of people earning less than the Living Wage	✓			✓	
Increase median earnings	✓		✓	✓	
Increase the proportion of employees supported by their employer to receive training	✓			✓	✓
Reduce the number of employers with Hard to Fill Vacancies	✓				✓
Significantly increase take up apprenticeships	✓	✓	✓	✓	✓
Increase GVA/hour worked	✓	✓	✓	✓	✓

We will monitor progress against these outcomes on an annual basis, as part of a broader monitoring and evaluation plan. This will include proposals to better understand and measure the impact of our interventions on the outcomes above.

Strategic objectives in detail

In this part of the plan we set out some more detail about our strategic objectives, why they are important, priority areas within these and what we plan to do next to achieve these objectives.



SO1: Integrating our employment, skills and education system to ensure it is aligned with demand and responsive to changing patterns of employment

Why is this important?

- Misalignment of supply and demand of current skills and employment landscape
- Technological and digital advances are expected to disrupt the world of work, our system must be responsive
- Funding and delivery models are fragmented, leading to duplication, gaps and confusion for learners and employers

Priority areas/groups:

- Identification of duplication, gaps and conflicts in the system
- Identify opportunities for freedoms and flexibilities to encourage greater impact
- Intelligence to align funding, strategic priorities and investment decisions
- Ensuring provision aligns with employer and employee needs
- Ensuring provision is intelligence led, informing national and regional decision making
- Ensuring provision is accessible and flexible to ensure optimum take-up and impact

What are we already doing?

We have good examples of intelligence led decision making and co-design of strategic responses that we can build on, including the development of our Future Bright programme, LEP investment in skills capital projects and the current development of our Adult Education commissioning model.

Our success in securing a devolution deal gives us the opportunity from 2019/20 to directly control how the Adult Education Budget is used in our area and our aspirations are to use this more effectively to target delivery where we need it the most, through evidence based commissioning. We are working across the region to bring together all AEB funded providers and other key stakeholders to share best practice, co-ordinate local planning, and provide opportunities for peer support and challenge.

We have strong partnerships in place that can be built on as we look to further integrate our work. For example, the western training provider network (WTPN) works closely with WECA, the four unitary authorities and other stakeholders to improve the skills system and accessibility of training and education programmes for the regions residents. Formed in

2004, members of the network include local and national independent training providers, local colleges, a university and training support businesses. Member organisations deliver the vast majority of all apprenticeships regionally, adult education budget skills programmes and other training initiatives. They meet regularly to share best practice as peers, put on events and recently took part in a European social fund programme aimed at improving the skills system. The network is an excellent example of competing education organisations working together to improve the skills system of the region.

What can we learn from others - case study: Leeds City Region Skills Network

The Leeds City Region Skills Network represents colleges, universities, private and voluntary sector skills providers from across the Leeds City Region. The partnership works together to meet the needs of employers and the city region economy and includes fourteen further education colleges, nine universities and numerous private and voluntary sector skills providers, delivering a wide range of training to suit employer needs. A key part of this unique collaboration is a signed commitment with the LEP to working together in the form of a Skills Partnership Agreement.

What are we going to do next?

Work towards a more integrated regional skills function able to support national and regional engagement including:

- A **Labour market Intelligence Function (LMI)** tasked with providing an assessment of current trends, forecasting of future need/opportunity (including by sector and occupation), and evaluating the impact of interventions to inform future commissioning and co-design
- An evidence based **commissioning function**, covering funding opportunities, including the Adult Education Budget
- An impartial **co-ordination function** to ensure alignment of provision (e.g. Post 16 places) investment (in skills capital and other areas) and decision-making

Linkages

The actions in this objective to develop a more integrated regional skills function will cut across and support all other strategic objectives.



S02: Enabling all young people to achieve their potential

Why is this important?

- Educational attainment at school age, especially for disadvantaged groups, is below average
- NEET levels are higher than average, especially amongst disadvantaged groups
- There is strong evidence that good school outcomes and careers information deliver lifelong impacts
- With expected growth in high skilled jobs in the area, our young people need the skills to be able to access these opportunities
- Progression to Higher Education is below average

Priority areas/groups:

- Improving educational attainment (age 5-18), particularly for disadvantaged groups
- Development of skills with a strong employability and enterprise link, with a focus on skills requirements of the future
- Preventing young people from becoming NEET
- Ensuring disadvantaged young people are supported to achieve their potential, including outcomes for young people with Special Educational Needs & Disabilities
- Raising aspirations of all young people and their parents through effective careers education advice and guidance
- Ensuring young people within the region have the opportunity to progress to Further and Higher Education as well as apprenticeship and technical routes to higher skilled jobs

What are we already doing?

The LEP and its partners have made progress in this area, with a number of key initiatives that we can build on at a local, regional and national level including:

- ✓ Learning/schools partnerships across our region
- ✓ Careers Hub and Enterprise Advisor Network (which includes dedicated resource focused on support for young people with Special Educational Needs and Disabilities)
- ✓ Projects providing young people with ‘experience of work’ at a local and regional level
- ✓ National Collaborative Outreach Programme (NCOP) projects promoting progression to higher education

- ✓ Local initiatives targeting particular disadvantaged groups including care leavers
- ✓ ESF projects targeting NEETs and those at risk of NEET
- ✓ Apprenticeship initiatives

However, there is limited integration between the various projects, with some duplication of services as well as gaps (geographically and thematically), creating confusion for young people, schools and the business community. Equally, short term funding opportunities create insecurity for providers and are led by the needs of the funder, rather than the end-user.

What can we learn from others - case study: North East LEP's Education Challenge

The 'Next Generation Learning' project is part of the North East LEP's Education Challenge, which aims to reduce the gap between the region's best and lowest performing secondary schools and improve social mobility in young people. The education challenge will support teachers, schools, governors and leaders to integrate careers learning into the curriculum to ensure those entering the workforce in the future have the skill level to support our diverse economy and are fully aware of the progression routes available to make this happen.

What are we going to do next?

- **Co-design activities which challenge and support our schools to improve outcomes and raise aspiration among young people**
- **Developing proposals for transition Programmes, Family Learning Programmes, and School Improvement models to:**
 - Prevent disengagement at key transition points such as primary to secondary, Year 8-9 and KS4/KS5
 - Improving engagement and preventing NEET
 - **Raise attainment and progress levels in Maths, English and Digital skills in particular**
 - Improving engagement, attainment and progression of **disadvantaged young people**
- **Enhance careers education, advice and guidance through expansion of the Careers Hub model**
 - Expanding the West of England Careers Hub by co-designing a world class careers advice service that adds value to and complements the current CEC offer to include:
 - Integrated and early career insights and pathway **support for young people**
 - Improving **parental engagement**, communication and support
 - Meaningful **employer inspiration** and contributions
 - Promotion of a wide range of routes to access further and higher education and higher level skills and other routes of progressing such as apprenticeships
 - Delivers entrepreneurship and employability skills

Linkages

Strategic actions to support this objective are not constrained to this strategic objective. For instance, under strategic objective 1, the improved co-ordination function will map and co-ordinate post 16 provision across the area, to ensure all young people can access good quality post 16 provision wherever they live. Similarly, actions under strategic objective 5 will engage employers in the education and skills system to provide opportunities for young people.



SO3: Supporting everyone who is able to work by helping to address their barriers to employment

Why is this important?

- 47,800 people not working in the region would like to do so. Addressing their barriers to employment would improve quality of life and reduce costs of existing benefit payments
- Access to employment can be affected by race, gender, disability, age, where you live and other factors. Supporting certain groups or locations could help address this
- Barriers to work can be complex and solutions often need to be tailored, but common barriers include low skills (including basic skills), health issues (including mental health), transport, language and childcare as well as social issues such as housing, drug and alcohol misuse and other complex needs

Priority areas/groups:

- Supporting people with low level or no formal skills
- Supporting older workers who may need to reskill or upskill
- Focusing action in areas with higher levels of deprivation
- Supporting people with complex barriers to education, employment and training
- Supporting people from diverse backgrounds
- Ensuring employers recognise the value of a diverse, skilled and active workforce and can create opportunities for all

What are we already doing?

There is a range of locally developed provision for people facing complex barriers to employment including:

- ✓ Locally developed programmes of support for people facing multiple/complex barriers, or serving disadvantaged/deprived communities where the Voluntary and Community sector often plays a central role
- ✓ ESF provision including 'West of England Works', a £6m ESF project delivered by the VCSE sector and 'Support for the Unemployed'. Successor arrangements are not yet determined
- ✓ Initiatives such as Ways2Work in Bristol, which links together the various support agencies in Bristol
- ✓ Community learning initiatives
- ✓ The national work and health programme is also working in this space

Whilst these models can be built on, there is limited integration between the various projects, with some duplication of services as well as gaps (geographically and thematically), creating confusion for individuals, providers of support and the business community. Equally, short term funding opportunities create insecurity for providers and are led by the needs of the funder, rather than the end-user.

What can we learn from others - Case Study: Manchester Working Well Pilot - Pioneered a new approach to unemployment support through the Working Well programme. This programme started as a pilot supporting 5,000 people who had been out of work for a sustained period addressing their barriers to employment. Each participant had a dedicated key-worker and access to a bespoke package of support, giving them access to the right support, at the right time to address their specific barriers to work. This programme has grown from its initial pilot and the principles underpinning Working Well now apply to the broader approach to employment and skills reform being taken forward in Greater Manchester.

What are we going to do next?

Secure investment for a Community Grant Scheme for projects targeting local need or specific hard to reach groups

Building on the evidence base function, secure investment for a Community Grant Scheme that is accessible to local partners and organisations (including VCSE sector, FE, and others) to facilitate projects responding to specific local, community needs or opportunities, focusing in particular on areas and communities facing higher levels of deprivation and gaps in provision.

Infrastructure to connect people to employment and skills opportunities

Align investment and development plans across the region to ensure employment and skills opportunities are supported by infrastructure -both physical and digital - that links people to these opportunities

Support effective retraining opportunities to support enhanced productivity growth across the region

Whilst the West of England is a prosperous city-region, productivity has flatlined, and there is a skills shortage impeding growth in sectors including advanced-manufacturing, construction and creative & digital sectors. A significantly enhanced and digitally enabled workforce, will help address the challenges posed by new disruptive product developments. Working with Government, we will support the development of the National Retraining Scheme, helping local people respond to the changing labour market, redirect their careers and secure better jobs.

Linkages

Strategic actions to support this objective, are not constrained to this objective. For instance under strategic objective 1, co-ordination activity will ensure local interventions align with national programmes led by DWP. Under strategic objective 4, flexibilities in the adult education budget will allow us to help people obtain the skills they need to obtain work and progress in work and the future development of Future Bright may include actions to develop a 'Good Employer Standard' that will help to create an environment where employers value a diverse workforce.



SO4: Empowering people to progress within employment, including access to better higher paid opportunities

Why is this important?

- 19% of people are paid below the real living wage with implications for child poverty
- Low pay and insecure jobs can leave people stuck in poverty and reliant on benefits
- Pay and occupational profiles are not equal, with women, disabled people, people from BME groups less likely to benefit from higher pay and higher level occupations
- There is evidence of under employment and Failure of employers to take-up modern management practices can limit progression opportunities for employees

Priority areas/groups:

- People in low paid/insecure employment
- People without a level 2 qualification, as well as level 3 and level 4 skills required for progression
- People working part-time and self-employed
- People working in low skilled jobs who are under-employed
- People with other barriers to progression, including Special Educational Needs and Disabilities, mental health, childcare and transport
- Supporting people from diverse backgrounds and ensuring employers recognise the value of a diverse workforce
- Supporting employers to address skills gaps and fully utilise their workforce through modern management practices

What are we already doing?

The LEP and its partners have made significant progress in this area, with a number of key initiatives at a local, regional and national level including:

- ✓ Future Bright, a £4m regional initiative funded by the DWP to help people develop their skills, increase their income and progress their career
- ✓ Local provision for particular groups (e.g. ethnic minorities, women, ill-health)
- ✓ Community learning models
- ✓ Devolution of the Adult Education Budget will allow us to target provision at areas of greatest need
- ✓ Adoption of Social Value Act into procurement practices
- ✓ A strong business support system including the Growth Hub
- ✓ Inward investment that provides opportunities for a diverse workforce to progress

What can we learn from others - Case Study: Mayor of London's Good Work Standard

The Mayor of London's Good Work Standard aims to improve employment in the capital with four areas of activity: Fair pay and conditions, workplace wellbeing, skills and progression and diversity and recruitment. Recognising that not all employers will be able to meet the same standards in every area, the GLA has established three levels of activity across those four areas: Foundation - the basics; achievement - possible for everyone; and excellence - more challenging but exemplary practice. The GLA plans to roll-out the Standard by Spring 2019, with an extensive period of testing from January 2019.

What can we learn from elsewhere - Case Study: Leeds Planning Obligations Framework

Leeds City Council enabled 2,395 people to secure a job through employment and skills obligations agreed with developers and service providers in the city through a planning obligations framework. Whilst initially aimed at people from deprived communities, a review by the Joseph Rowntree Foundation found that this was not achieved consistently and that if poverty reduction was the aim, the programme would be better targeted at individuals furthest from the labour market with specific needs, rather than places within the city. As a result, it is now targeted at young people under the age of 15 as first-time entrants to the labour market, particularly those identified as BME, leaving care and those with learning difficulties as well as adults with a disability or with a long term health condition looking to move into or return to work.

What are we going to do next?

Develop Future Bright

Build on successful parts of programme and expand remit based on mid-term evaluation. Potentially to include:

- Reskilling to address the 'hollowing out' (linked to new National Retraining Scheme and AEB)
- Mental health in the workplace (Thrive model)
- 'Good Employer Standard'
- Development of childcare reforms
- Promotion of a range of routes, including apprenticeship, linked to the Apprenticeship Hub

Adult Education Budget Commissioning Strategy

Develop a regional AEB commissioning strategy that aligns with the objective and vision set out in this plan, ensuring future provision drives a range of improved outcomes (skills and broader) for residents and aligns with employer needs.

Linkages

Strategic actions to support this objective are not constrained to this strategic objective. For example, under strategic objective 5, actions to further develop the apprenticeship Hub will help individuals progress from low to high skills through an apprenticeship escalator, and work with employers will maximise the impact and purchasing power of anchor institutions, as well as support SMEs to develop the workforce for the future.



S05: Ensuring employers are able to recruit and retain the diverse skills and talent they need to thrive from within and beyond the region

Why is this important

- Some employers are finding it hard to recruit staff to help them grow and others have workforces that lack the skills they need for the future
- Employers play a key role in workforce development, but there is scope to increase training and development, which evidence shows is ‘good for business’
- There are gaps in the skills pipeline to support our growing innovation sector (e.g. STEAM skills)
- Our clean growth and infrastructure ambitions will require growth in certain skills
- Skills pipelines, such as apprenticeships are under-utilised
- Some groups are under-represented in the workforce, providing an opportunity to address the shortages
- Improving the health of our workforce can improve productivity and reduce staff turnover
- A culture of lifelong learning and continuous professional development will enable to the workforce to adapt to future skills requirements

Priority areas/groups:

- Development of skills to support a diverse, clean and innovative economy with opportunities for progression and growth
- Increasing awareness among employers and individuals of the range of skills development pathways (e.g. apprenticeships and T-levels) to increase engagement in these routes from both employers and individuals
- Increasing Continuous Professional Development activity amongst employers and the self-employed
- Increasing employer engagement with schools, colleges and communities
- Increasing workforce diversity and helping businesses recognise positive impact on driving business growth
- Improving workforce health

What progress have we already made in this area?

The LEP and its partners have made significant progress in this area, with a number of key initiatives that can be built on including:

- ✓ Skills Capital investment projects and projects including the Global Centre of Innovation Excellence, Workforce for the Future and WIDGET (a DCMS funded project to help women enter digital jobs) that are already in development or advanced
- ✓ The Apprenticeship Hub and Apprenticeship Diversity Hub in Bristol
- ✓ The Growth Hub and business support systems which are in place and supporting businesses of all sizes

- ✓ A range of employer engagement activity through ESF, ERDF and other local services including advice days, jobs fairs and on-line portals, as well as work to engage employers through 'pledge schemes'

However, there is limited integration between the various projects, with some duplication of services as well as gaps (geographically and thematically), creating confusion for businesses. Equally, short term funding opportunities, led by funder requirements leads to insecurity for providers.

What can we learn from others - case study: Liverpool City Region's Apprenticeship Hub

Liverpool City Region's Apprenticeship Hub is funded by ESF through the Education and Skills Funding Agency with the aim of increasing awareness, number and quality of apprenticeships available to regional residents by co-ordinating activities, making apprenticeships work for businesses and individuals. The team provide support to employers, individuals and schools and has an ambassador network.

What do we need to do next?

Further development/re-boot of the existing Apprenticeship Hub to:

- Provide an impartial brokerage/advice service matching employers with apprentices/wider provision and providing impartial, timely and accurate advice linked to the Growth Hub
- Work with employers, colleges and training providers to ensure there are apprenticeship opportunities that help people to progress in their careers
- In the longer term work with employers to develop local standards, providing an apprenticeship escalators from low to high skills
- Work with Government to maximise the value of Levy underspend in driving regional ambitions

Develop initiatives to help employers plan for skills through

- Ensuring employers from a range of sectors and business sizes are heard in planning forums
- Maximising the impact of **Anchor Institutions** and key employers (through good practice, use of Levy/Levy sharing, influencing supply chains, planning and investment)
- Supporting SMEs and self-employed people through the **Workforce for the Future** project (ESF) and an enhanced Growth Hub offer

Supporting key Growth Sectors and Innovation 'ecosystem'

- Investment to ensure steady pipeline of talent/skills to support our competitive advantages e.g. Global Centre of Innovation Excellence, emerging Digital Engineering Innovation Centre (NCC) and Bristol Digital Talent Institute at Temple Quarter; Bath Working Well Talent Institute; Foundations for Creative careers and Talent Bridge)
- Maximise the value of **Institute of Technology**
- Addressing **Digital Diversity** through Women into Digital Jobs, Employment or Training (**WIDJET**).

Linkages

Strategic actions to support this objective are not constrained to this strategic objective. For example, under strategic objective 1, actions to work towards a more integrated regional skills function will create a system that is better aligned to the needs of employers. Similarly, actions under strategic objective 2 will help ensure the workforce of the future has skills and qualifications needed by employers in the future. Actions under strategic objective 3 will bring more people into employment, addressing skills shortages today.

Strategic actions

Our strategic actions and their relationship with our strategic objectives are highlighted below:

Strategic Activities	SO1	SO2	SO3	SO4	SO5
12. Work towards a more integrated regional skills function To include intelligence, evidence based commissioning, co-ordination of provision and informed decision-making	✓	✓	✓	✓	✓
13. Co-design activities which challenge and support our schools to improve outcomes and raise aspiration among young people		✓			
14. Enhance careers education, advice and guidance through expansion of the Careers Hub model By co-designing a world class careers advice service that adds value to and complements the current CEC offer	✓	✓			✓
15. Secure investment for a community grant scheme for projects targeting local need or specific hard to reach groups	✓		✓	✓	
16. Infrastructure to connect people to employment and skills opportunities Align plans to ensure employment and skills opportunities are supported by infrastructure that links people to opportunities	✓	✓	✓	✓	✓
17. Support effective retraining opportunities across the region, ensuring residents and businesses are well-prepared for a changing labour market			✓	✓	✓
18. Develop Future Bright Plus Build on successful parts of programme and expand remit based on mid-term evaluation	✓		✓	✓	✓
19. Further development/re-boot of the Apprenticeship Hub Focusing on brokerage (people and businesses) to maximise uptake and linked to the Growth Hub	✓	✓	✓	✓	✓
20. Adult Education Budget Commissioning Strategy Align commissioning strategy to the vision and objectives of the Employment and Skills Plan	✓	✓	✓	✓	✓
21. Develop initiatives to help employers plan for skills e.g through development of anchor institutions network, Workforce for the Future and Enhanced Growth Hub offer	✓	✓	✓	✓	✓
22. Supporting key growth sectors and innovation 'ecosystem' i.e. through Global Centre of Innovation Excellence, Institute of Technology, Digital Skills	✓	✓	✓	✓	✓

Delivery and governance

The implementation of this employment and skills plan will be overseen by the Skills Advisory Panel. The Skills Advisory Panel's role is to:

- Provide strong leadership in the local area, engaging with employers and providers and providing skills advice to the LEP and Combined Authority
- Develop a clear understanding of current and future skills needs and local labour market
- Build on high quality analysis to develop a clear approach to addressing skills and employment challenges in the local area, including future skills challenges
- Understand the wider dependence in the local area and link (e.g. transport) to link them to the employment and skills plan
- Act as co-ordinator of local skills providers
- Work closely with careers advisory services
- Raise the profile of apprenticeships with local employers
- Advise where skills and labour market resource should be directed to support local employers and residents
- Sharing analysis and best practice

In taking forward the implementation of this employment and skills plan, we will prepare a separate delivery plan identifying the next steps required to take forward planned activities, resources required and milestones. The development of the delivery plan will be overseen by the SAP and progress against it monitored on a regular basis. The delivery plan will be a live document, updated as and when necessary to include new opportunities to take forward the employment and skills plan.

This employment and skills plan set out our strategic aspirations. These actions may be resourced through a number of routes including:

- The West of England Investment Fund
- Remaining ESIF funding
- UK Shared Prosperity Funds
- Local Growth Fund
- LEP Capacity Funds
- National Funding through DWP, DfE etc.
- Combining and pooling local resources
- Other funds yet to be announced

Our delivery plan will set out how we propose to resource the strategic actions identified in this plan, although it may not be possible to fund all the actions immediately.

As well as the strategic actions listed in this plan, we also hope that this plan will influence the resources and spending of both local and national partners when delivering activity in the West of England - encouraging partners to deliver against these regionally agreed priorities through their own initiatives from neighbourhood schemes to national projects.

Appendix 1: Monitoring framework

The table below sets out the full range of indicators that we will be monitoring, with those shaded indicators representing our 'headline' indicators:

Indicator/Ambition	Baseline Position and source data	SO1	SO2	SO3	SO4	SO5
Increase the proportion of 16-18 year olds in education, employment or training (into EET)	6.6% of 16 and 17 year olds were not in education, employment or training at the end of 2017 (Source: DfE)	✓	✓			
Increase educational attainment of all young people	The average attainment 8 score was 46.2 for all pupils in 2017/18 (Source: DfE)	✓	✓			
Increase the proportion of young people progressing to any sustained education destination	53% of students from progressed to a sustained education destination after key stage 5 (state funded mainstream schools and colleges) in 2016/2017 (Source: DfE)	✓	✓			
Increase the proportion of young people (KS5) progressing to higher education destinations	41% of students progress to Higher Education (level 4 and above) after key stage 5 (stage funded mainstream schools and colleges) in 2016/17 (Source: DfE)	✓	✓			
Increase educational attainment of disadvantaged young people	The average attainment 8 score was 34.3 for disadvantaged pupils in 2017/18 (Source: DfE)	✓	✓			
Reduction in the proportion of sessions lost due to unauthorised absence	1.3% of sessions were missed due to unauthorised absence in state funded primary, secondary and special schools in 2017/2018 (Source: DfE)	✓	✓			
Reduction in the number of children excluded from school	4,359 pupils had one or more fixed period exclusion in 2016/17 (Source: DfE)	✓	✓			
Proportion of schools and colleges using Gatsby benchmarking model	58% schools used the Gatsby benchmarks at the end of March 2019 (Source: Careers and Enterprise Company)	✓	✓			
Average number of Gatsby benchmarks achieved in schools and colleges	The average number of Gatsby benchmarks achieved was 2.46/8 at the end of March 2019 (Source: Careers and Enterprise Company)	✓	✓			
Reduce the number of people who are unemployed or inactive but wish to work	In Dec 2018 there were 20,500 people unemployed in the West of England and 27,300 who were inactive who wanted a job, therefore 47,800 in this group (Source: Annual Population Survey)	✓		✓		✓
Increase the proportion of people with Level 2+ qualifications	In Dec 2018, 18.2% (133,000) of 16-64 year olds did not have a Level 2 qualification (Source: Annual Population Survey)	✓		✓	✓	✓
Reduce proportion of people with no qualifications	In Dec 2018, 3.9% (28,600) of 16-64 year olds did not have any qualifications (Source: Annual Population Survey)	✓		✓	✓	✓

Increase the employment rate amongst disabled people	In Dec 2018, the employment rate for people aged 16-64 with Equality Act core or work limiting disability was 65.1%, compared to 84.1% for people not meeting this criteria (Source: Annual Population Survey)	✓		✓		✓
Increase the employment rate of older workers	In December 2018, the employment rate for 50 - 64 year olds was 76% and 44.3% for 50+ (Source: Annual Population Survey)	✓		✓		✓
Increase the proportion of women in senior occupational roles	In December 2018, 5.8% of women in employment were employed as 'managers, directors and senior officials', compared with 13.1% of men in employment (Source: Annual Population Survey)	✓			✓	✓
Decrease the proportion of people earning less than the Real Living Wage (as defined by Living Wage Foundation)	19% of workers received less than the Real Living Wage (gross hourly pay, total workers, workplace analysis) in 2018. (Source: Annual Survey of Hours and Earnings, https://www.livingwage.org.uk/calculation)	✓			✓	
Increase median wage levels	In 2018, the median gross hourly pay was £13.30 (Source: Annual Survey of Hours and Earnings)	✓			✓	
Increase the proportion of people with Level 3+ qualifications	In Dec 2018, 66.5% of 16-64 year olds had a Level 3 or higher qualification (Source: Annual Population Survey)	✓			✓	✓
Increase the proportion of people with Level 4+ qualifications	In Dec 2018, 46.3% of 16-64 year olds had a Level 3 or higher qualification (Source: Annual Population Survey)	✓			✓	✓
Reduce the number of employers with Hard to Fill Vacancies	In 2017, 13% of establishments had at least one vacancy that was hard to fill (Source: Employer Skills Survey)	✓				✓
Increase in number of employers engaged with education	In 2016, 13% of employers in the West of England offered work inspiration in the previous 12 months and 38% had someone in on work experience in the previous 12 months (Source: Employer Perspectives Survey)	✓	✓			✓
Increase proportion of staff trained by employers	In 2017, 66.09% of staff received training from their employer (Source: Employer Skills Survey)	✓			✓	✓
Increase number of people achieving apprenticeships	In 2017/19 7,590 people completed an apprenticeship in WECA (Source: SFA, Statistical First Release)	✓	✓	✓	✓	✓
Increase proportion of women taking apprenticeships in the following sectors: Science and Mathematics, Engineering and Manufacturing Technologies and ICT	In 2017/18, 13% of apprentices taking these subjects were women (Source: SFA, Statistical First Release)	✓	✓	✓	✓	✓
Increase GVA/hour worked	In 2017, the GVA per hour worked was £33.7 in the West of England (Source: ONS)	✓			✓	✓

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WEST OF ENGLAND COMBINED AUTHORITY COMMITTEE

19 JULY 2019

REPORT SUMMARY SHEET

BUSINESS PLAN 2019/20 – QUARTER 1 PROGRESS REPORT

Purpose

To provide an update on progress in delivering the West of England Combined Authority business plan for 2019/20 during quarter one (April – June 2019).

Summary

- The Business Plan was approved by the West of England Combined Authority Committee and the Joint Committee on 1 February 2019.
- The Business Plan supports delivery of the operating framework and sets out the key deliverables during 2019/20 for business, skills, housing and transport.
- Regular reporting on progress in delivering the Business Plan is a key element of the Combined Authority's overall performance management and operating framework, which is reviewed annually with Government.
- The detail of the first quarterly report is set out at Appendix 1.
- The key risks to delivery are recorded in the Corporate Risk Register and are set out at Appendix 2.

Recommendation

Members of the Combined Authority Committee are asked to note the first quarterly update on delivery of the 2019/20 Business Plan.

Contact officer: Lynda Bird, Head of Performance, Planning & Projects

Position: Head of Performance, Planning & Projects

Email: Lynda.Bird@westofengland-ca.gov.uk

REPORT TO: WECA and JOINT COMMITTEE

DATE: 19 JULY 2019

**REPORT TITLE: BUSINESS PLAN 2019-20 - QUARTER 1 PROGRESS
REPORT**

DIRECTOR: JESSICA LEE, HEAD OF STRATEGY & POLICY

**AUTHOR: LYNDA BIRD, HEAD OF PERFORMANCE, PLANNING
& PROJECTS**

Purpose of Report

- 1 This report provides an update to both WECA and the Joint Committee on progress in delivering the West of England Combined Authority Business Plan for 2019/20 during Quarter One (April – June 2019).

Recommendation

- The Committee are asked to note the first quarterly update on delivery of the 2019/20 Business Plan.

Background / Issues for Consideration

- 2 The West of England Combined Authority business plan was agreed by WECA and Joint Committee on 1st February 2019.
- 2.1 The business plan supports delivery of the operating framework and sets out the key deliverables during 19/20 for business, skills, housing and transport, as well as the enabling corporate activities.
- 2.2 Regular reporting on progress in delivering against the business plan is a key element of WECA's overall performance management and reporting framework which is reviewed annual with Government.
- 2.3 A detailed annual report covering activity in the the business plan for 2018/19 was provided to WECA and Joint Committee on 14th June 2019.
- 2.4 This first quarterly report for the 19/20 financial year is provided at Appendix 1. This covers the period 1st April 2019 to 30th June 2019. Quarterly reports are provided as a highlight report summarising:

- key achievements in the reporting period
- significant exceptions to delivery, with mitigating actions
- upcoming activities for the next quarter
- where activities are specific to WECA, Joint Committee, or both

Consultation

- 3 The highlight report has been shared with the West of England Chief Executives and will be shared with the WECA Overview and Scrutiny Committee in advance of the Committee meetings.

Other Options Considered

- 4 None

Risk Management/Assessment

- 5 The key risks to delivery of the business plan are recorded in the Corporate Risk Register and provided as Appendix 2 to this report. These are reviewed on a monthly basis by the WECA Senior Management Team.

Public Sector Equality Duties

- 6 The public sector equality duty created under the Equality Act 2010 means that public authorities must have due regard to the need to:
- Eliminate unlawful discrimination, harassment and victimization and other conduct prohibited by the Act.
 - Advance equality of opportunity between people who share a protected characteristic and those who do not.
 - Foster good relations between people who share a protected characteristic and those who do not.
- 6.1 The Act explains that having due regard for advancing equality involves:
- Removing or minimising disadvantages suffered by people due to their protected characteristics.
 - Taking steps to meet the needs of people from protected groups where these are different from the needs of other people.
 - Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.
- 6.2 The general equality duty therefore requires organisations to consider how they could positively contribute to the advancement of equality and good relations. It requires equality considerations to be reflected in the design of policies and the delivery of services, including policies, and for these issues to be kept under review.
- 6.3 The WECA Equalities framework will be taken to the appropriate Advisory Board before it is finalised. Equality Impact Assessments for individual projects and activities identified in the plan will be undertaken as appropriate through the project assurance process.

Finance Implications, including economic impact assessment where appropriate:

- 7 Activities within the 2019/20 business plan are covered from existing budget allocations. There are no additional financial implications arising from this report.

Advice given by: Malcom Coe, Director of Investment and Corporate Services

Legal Implications:

- 8 The business plan provides a framework for WECA to implement devolved decision making. Consultation and consideration of relevant statutory duties will be undertaken as appropriate throughout the decision-making process.

Advice given by: Shahzia Daya, Director of Legal Services

Land/property implications

- 9 None arising from this report, but the impact of individual schemes will be assessed through existing planning processes.

Advice given by: David Carter, Director of Infrastructure

Human Resources Implications:

- 10 Activities within the 2019/20 business plan are supported through existing resources. Where individual projects may have workforce implications these will be identified and discussed with relevant Directors to ensure any management of change is undertaken according to policy and best practice.

Advice given by: Alex Holly, Head of People and Assets

Appendices:

Appendix 1 – WECA Business Plan – Quarter One Progress Report

Appendix 2 – Summary of WECA Corporate Risks

Background papers:

[WECA Business Plan 2019-2020](#)

West of England Combined Authority Contact:

Any person seeking background information relating to this item should seek the assistance of the contact officer for the meeting who is Ian Hird / Tim Milgate on 0117 332 1486; or by writing to West of England Combined Authority, 3 Rivergate, Temple Way, Bristol BS1 6ER; email: democratic.services@westofengland-ca.gov.uk

Appendix One: Business Plan Quarterly Progress Report

This report provides a summary of key achievements and details any significant exceptions to delivery together with mitigating activities for the period 1st April to 30th June 2019. It also highlights upcoming activities. Where activities are specifically for WECA, Joint Committee, or both, this is indicated.

BUSINESS & SKILLS
The Business and Skills Directorate is currently delivering projects to the value of around £40m (excluding on-going services). Good progress is being made in delivering against the objectives in the business plan, as highlighted in the key achievements below. A number of new projects are either recently underway or in the pipeline. The Directorate has taken a close role in helping shape the Local Industrial Strategy to ensure Business & Skills priorities are aligned with this.
BUSINESS
Key achievements this reporting period
<i>WECA & Joint Committee</i> <ul style="list-style-type: none">Invest Bristol & Bath - continues to attract new businesses into the region, including on-going work to support the new Channel 4 Hub. Investment pipeline of companies could potentially bring 130 new jobs to the region. A range of trade visits to generate potential investment leads include MIPIM, Paris Airshow, and a delegation to Boston/Chicago/Atlanta.Growth Hub - Final report for 2018/19 submitted to Government highlighting 754 businesses engaged with the Growth Hub over the year including 44 with intensive support and expansion of 'in residence' days at a range of incubator facilities across the region.Submission of a 'Business Basics' funding application to trial different ways to engage with SMEs to improve their productivity.Successful delivery of a scale-up trial with HMRC to identify and work with high-growth businesses (68 businesses identified).Launch of the £3.4m Low Carbon Challenge Fund, offering grants to SMEs for a variety of low carbon products and services.Funding application submitted for a £2.5m Research & Innovation Challenge Fund, which will offer grants to SMEs to undertake R&I projects and develop research collaborations.DCMS has approved a £1.2m extension to the 5G Smart Tourism project, which will focus on the Harbour Festival and a larger scale trial.
Issues to note
<i>WECA & Joint Committee</i> <ul style="list-style-type: none">Long-term funding to be secured for both Invest Bristol and Bath and the Growth Hub (recurrent annual funding).
Upcoming activity in the next quarter
<i>WECA & Joint Committee</i> <ul style="list-style-type: none">A range of events and investment showcases in the pipeline, including: Growth Hub Strategy Forum (Sept 19); Nuclear South West 'Delivering Sector Knowledge' (July 2019); Launch of Department for International Trade High Potential Opportunity for Robotics (July 2019); Channel 4 summit with Cardiff (July 2019); aerospace campaign including meetings in the US (Sept 2019).

- Awareness raising for the Low Carbon Challenge Fund, following project launch.
- Launch of the Creative Scale-up programme, a £1.35m programme funded by DCMS to provide targeted support to 100 creative sector businesses.
- Full Bid to be submitted for the Research and Innovation Challenge Fund, which will offer small/medium/large grants to SME to undertake Research & Innovation and develop research collaborations.
- Outcome known for the Business Basics funding application.

SKILLS

Key achievements this reporting period

WECA

- Adult Education Budget - 41 applications for 2019/20 received by WECA and allocations agreed by WECA Committee in June 2019.
- Dedicated and targeted marketing for Future Bright has led to an increase in referrals.
- European Social Fund (ESF) funding approved for 'Workforce for the Future' to improve direct business involvement in skills planning, training and education, mentoring, inspirational activities and workforce planning. ESF will be matched by the WECA Investment Fund.
- Completion of the draft Talent Institutes feasibility report, highlighting potential transformational projects for the region and how WECA can best support these.

Joint Committee

- The Careers Hub has received further funding to expand its reach, allowing it to work with all 70 mainstream schools and colleges across the West of England.
- The draft Employment and Skills Plan is complete and out for consultation; with deadline for responses of 26th June.
- £238k secured from DCMS to launch Women into Digital Jobs, Education and Training, with the aim to reach 350 women. Delivery consortium established.

Issues to note

WECA

- Long-term funding options being explored for Future Bright (funded as an initial pilot).

Joint Committee

- Long-term funding options for the Careers Hub being explored.

Upcoming activity in the next quarter

WECA

- Continue to develop the Adult Education Budget strategy, policies and processes, including the in-year processes following the award of the 2019/20 allocations.
- Decision on Investment Funding for Workforce for the Future (which will match £4m ESF funding); if successful project launch scheduled for September 2019.
- Develop Future Bright Plus Business Case for potential funding beyond the initial pilot.

Joint Committee

- Progress the Local Industrial Strategy Innovation theme and potential projects with the Global Centre of Innovation Excellence. Continue to link this to the emerging conclusions arising from Talent Institutes.
- Employment and Skills Plan presented for agreement/sign off by Joint Committee (July)

2019)

- Establish a Skills Advisory Panel.

INFRASTRUCTURE

The Infrastructure Directorate is currently delivering projects to the value of around £250m. Good progress is being made in delivering against the objectives in the business plan, as highlighted in the key achievements below. A number of new projects are either recently underway or in the pipeline from the June 2019 Investment Report. The Directorate has supported the infrastructure section of the Local Industrial Strategy to ensure existing and emerging plans, strategies and priorities are aligned with the LIS.

TRANSPORT

The development and delivery of rail projects continues at pace with Network Rail confirming business case approval for the Bristol East Junction project. The development of management and delivery structures for overseeing the development of a Bus improvement programme has commenced to follow the success of that development for Rail.

Key achievements this reporting period

WECA

- Phase 1 of bus strategy review completed and approach developed for phase 2
- Commenced development of bus infrastructure clarification and funding options to support commercial investment by operators.
- Funding approval for Cribbs Patchway Metrobus Extension.
- Further development of brief for stage 2 of Mass Transit study.
- Expression of interest submitted to Department for Transport for the regions' Future Mobility Zone proposal
- Response submitted to Williams Rail Review
- Funding allocated to MetroWest Phase 2 to take up to Final Business Case and for Charfield station to Governance for Railway Investment Projects (GRIP) Stage 4.
- Completion of draft route assessment for the Local Cycling and Walking Implementation Plan

Joint Committee

- Completion of consultation on the Joint Local Transport Plan (JLTP) 4 and ongoing analysis of responses
- One year since launch of M3 metrobus route (May 2018)
- Additional funding confirmed from Department for Transport for Portishead line (£31.9m)
- Strategic Rail Board set up with Unitary Authorities, GWR and Network Rail to provide coordinated approach and long term plans

Issues to note

Joint Committee

- Revision of timescales for Bus Strategy and necessary programme and project resource implications will be reported to the committee in July.

Upcoming activity in the next quarter

WECA

- WECA will host a visit of the President of the Institution of Civil Engineers as part of his regional tour.
- Commence development of mass transit strategic outline business case
- Funding confirmation for bus strategy phase 2 and progress work areas
- The Greater Bristol Area Rail Feasibility Study has been received in draft from the consultants undertaking the work and had identified a number of Quick Wins for station enhancements. Proposals will be reported to the Committee in either October or December

Joint Committee

- Completion of assessment of consultation responses for JLTP4.
- Transport input to be provided to Joint Spatial Plan Examination in Public
- Preparation of consultation material for Local Cycling and Walking Infrastructure Plan
- Development of integrated ticketing project with funding proposals to be taken to Joint Committee in July

PLANNING AND HOUSING

Work has continued to support the four Unitary Authorities in progressing the Joint Spatial Plan through the examination.

Development of programme boards to support our governance and enhance wider partnership working has continued at pace with the establishment of the Joint Assets Board, Housing Delivery Board and revitalised work with the Strategic Solutions Panel.

Activities to deliver the outcomes in the devolution deal and business plan continue, including the One Public Estate and Joint Assets Board work programme, progressing Infrastructure and Investment strategy work and leading on the coordination of a Green Infrastructure strategy.

Key achievements this reporting period

WECA

- WECA hosted a Placemaking Conference on 18th June to bring together over 120 senior leaders from local and national government, public and private sector to explore the region's challenges and opportunities for creating high quality new places.
- Joint Assets Board (JAB) established, with agreed terms of reference and a work programme. This is a senior level board for collaborating across the public sector to use public sector land more efficiently, transform public sector services and strengthen local communities. The JAB will drive the release of public sector land and create vehicles for developing land that provides benefits across the entire public sector.
- Innovation in Modern Methods of Construction-funding being secured for the Housing Festival.
- Housing Delivery Board have secured in principle agreement with CURO to invest the bulk of their strategic partnership allocation of £28m within West of England.

Joint Committee

- Joint Spatial Plan progressed to Examination hearings, with project management support, plus co-ordination of hearing statements and other hearing session preparation (including monitoring data inputs). All deadlines met.

<ul style="list-style-type: none"> • WECA have been allocated as mentors through the National Infrastructure Commission Cities Programme on Joint working and integrating planning and transport planning. • West of England Joint Green Infrastructure Strategy presented at Local Nature Partnership Nature Recovery Networks (ERNs) launch on 6th June. This incorporates the work of the LNP on ERNs, and other partners including Bristol Avon Catchment Partnership, Natural England, Environment Agency and NGOs. This work is helping to promote sustainable inclusive growth and resilience and will feed into work with DEFRA for the Local Industrial Strategy..
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Issues to note

- Funding options to resource the breadth of activity across the Planning and Housing team are being explored.
- Opportunities to strengthen the senior representation and engagement on work programmes with Government departments and agencies being sought.

Upcoming activity in the next quarter

WECA

- A work programme to take forward placemaking in the West of England will be developed in conjunction with key industry experts including the Architecture Centre and Creating Excellence
- Progress coordination of Strategic Masterplanning.

Joint Committee

- Support the Examination in Public on the Joint Spatial Plan
- Progress the Green Infrastructure Strategy
- Progress work on the pilot to develop the Infrastructure and Investment Delivery Plan
- Commission being undertaken through One Public Estate Funding for a small-sites housing strategy incorporating Modern Methods of Construction (MMC)
- Support development of the business case for feasibility work on MMC including the Housing Festival Expo in October 2019 and establishing an MMC pilot programme
- The Joint Assets Board will commission work on a West of England Estates Strategy

CORPORATE SERVICES

Following committee approval of the Capital Strategy in February 2019, WECA has worked closely with the Unitary Authorities to develop a priority list of projects for investment, linked to the strategic themes of the WECA Operating Model. The WECA committee will be asked to approve a 4-year priority investment programme, up to 2023, at the June and July 2019 meetings.

Key achievements this reporting period

WECA

- Investment Fund – priority projects for investment, within a four-year investment programme, were presented to and approved by committee in June 2019
- WECA budget out-turn report for 2018/19 presented to the June '19 committee – delivering a significant end of year surplus
- Statement of Accounts for 2018/19 has been published on the WECA website and will be subject to external audit in July 2019

- All cashflow and investment transactions, (Treasury Management), is now being delivered entirely within the WECA finance team with effect from April 2019

Joint Committee

- Working closely with Government to agree Local Industrial Strategy
- LEP budget out-turn report for 2018/19 was presented to the June '19 committee – delivering an end of year surplus to the LEP general reserve
- 'One Front Door' report was also presented to Committee in June '19 making further significant financial awards for priority projects against the Local Growth Fund and Economic Development Fund
- Good progress has been made in developing a regional construction framework contract which will enable swift and efficient access to professional construction services for the delivery of multi £m capital projects. Led by WECA, this is an excellent example of collaborative procurement involving all four West of England Unitary Councils.
- £250k agreed to support development of a diverse, resilient and affordable energy system that enables economic growth and reduces greenhouse gas emissions is the key objective set out in the basis for a West of England Energy Strategy

Issues to note

WECA

- Discussions continue regarding future year core funding with uncertainty of the current 100% Business Rates Retention pilot and Mayoral Capacity Funding beyond the 2019/20 financial year.

Joint Committee

- Structured over-programming of the Local Growth Fund remains in place and will be regularly reviewed, and updated, to ensure that all spend is incurred on approved projects prior to the March 2021 deadline.

Upcoming activity in the next quarter

WECA

- WECA will changing ICT providers over the next couple of months. Significant improvements are planned for automating finance and HR transactions as well as streamlining reporting processes.
- Formal audit of WECA's 2018/19 Statement of Accounts will be undertaken by Grant Thornton in July 2019;
- Investment Fund Report to July 2019 committee will propose allocations for further priority projects and set a structured four-year investment programme up to March 2023.
- The Annual Business Report to go back to WECA Committee on 19 July.

Joint Committee

- Further 'One Front Door' update will be provided showing the progress made against Local Growth Fund and Economic Development Fund projects
- Development of Local Industrial Strategy implementation plans

Appendix Two: WECA Corporate Risk Register Summary Table

ID	Category	Risk Description	Risk Impact	Mitigation
WECA-R005	Financial	There is a risk that WECA is not able to optimise all funding available to deliver maximum benefit for the region. Potential risk of not being able to comply with the required conditions of specific funding streams.	The West of England is unable to realise the full benefits and opportunities of devolution.	Develop, and implement, an Investment Strategy that better links the allocation of funding to WECA priorities. Promote clearer accountability, flexibility and integration of all available funding streams including LGF, EDF, HIF, Transforming Cities and Investment Funding. Indicative 20 year financial allocations made within the February 2019 budget papers. Strengthening governance around funding approvals and draw-down.
CS-R002	Financial	Instability in the way that Government funds Combined Authorities could impact on the future sustainability of WECA. WECA capacity is currently resourced through short term funding streams - Mayoral Capacity Fund and Business Rates Retention pilot.	WECA will not be able to retain high calibre staff, balance its budget or deliver against its priorities	Discussions ongoing with HMRC and Treasury. The medium term financial plan will be updated with more detail included, as far as practicable, and forming part of the 2019/20 Budget Process. Drafting a regional response to the Government's Spending Review - majoring on the need for stability in capacity funding moving forward.
PS-R002	Financial	There is a risk that the criteria for accessing the shared prosperity fund will not be aligned with our Local Industrial Strategy	We will be unable to secure the funding required to deliver our Local Industrial Strategy	Engagement with BEIS, CLGU and LEP network to influence early thinking
INF-R001	Legal & Governance	There is a risk that there are dependencies on the Joint Spatial Plan, the outcome of which is in an independent examination process and therefore not yet known.	This could potentially require significant alterations and additions to the business plan and impacting onto current delivery plans	The process to prepare a statutory development plan document has been followed and robust governance and technical working arrangements are in place to deliver the project
WECA-R007	Legal & Governance / Financial	Risk of Fraud, Bribery and Corruption	Financial loss, reputational damage.	Controls & prevention measures incorporated in key operational processes. Annual review of arrangements.

ID	Category	Risk Description	Risk Impact	Mitigation
BS-R001	Legal & Governance / Delivery	There is a risk that processes and procedures are not in place to support devolution of the Adult Education Budget	Learners do not realise the benefits of this devolved power. Current provider base destabilised. Moderate reputational damage	Readiness conditions set by Government have been met. Project team recruited. Mechanism in place to fund administrative support from the devolved budget through use of underspend. Ongoing engagement and dialogue with providers to inform future delivery. Legal advice sought and appropriate consultation undertaken. Discussions sought with Government to mitigate additional risk of lower funding allocation
WECA-R008	Delivery	There is a risk that the impact of climate change is not reflected in the plans for schemes and activities identified in the Business Plan	We will therefore not deliver a regional economy and infrastructure that is fit for a low carbon future and resilient to climate change.	We will explore ways to ensure that all projects take climate change and a low carbon future into consideration. We have allocated £250K to develop business cases for the Energy Strategy Climate Change Action Plan.
WECA-R002	Delivery	There is a risk that national priorities may change over the course of the year.	This could potentially require significant alterations and additions to the business plan and impacting onto current delivery plans	Regular discussions at both official and political level. Delivery of business plan monitored by WECA SMT and reported to WECA Chief Executives quarterly
WECA-R003	Delivery	There is a risk that Committee members may be unable to reach agreement on key proposals.	WECA would be unable to realise the opportunities and benefits of the activities set out in the business plan	Strong partnership working arrangements are in place to ensure that proposals are developed to support and complement the priorities and objectives of the constituent councils
WECA-R006	Delivery	There is a risk that the unpredictable impact of Brexit on Business across the region will lead to uncertainty and lack of confidence.	Businesses may be reluctant to make decisions regarding investment in the region	WECA to convene working group and to engage with LEP Board and Business West to identify early issues and discuss approaches
WECA-R004	Delivery	There is a risk that the activities identified in the business plan may not achieve the desired balance of economic growth and inclusive growth.	The West of England is unable to realise the full benefits and opportunities of devolution	Equalities impact assessments will be carried out for each specific activity to identify potential issues and clear mitigations and these will form part of the organisation's performance management framework

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