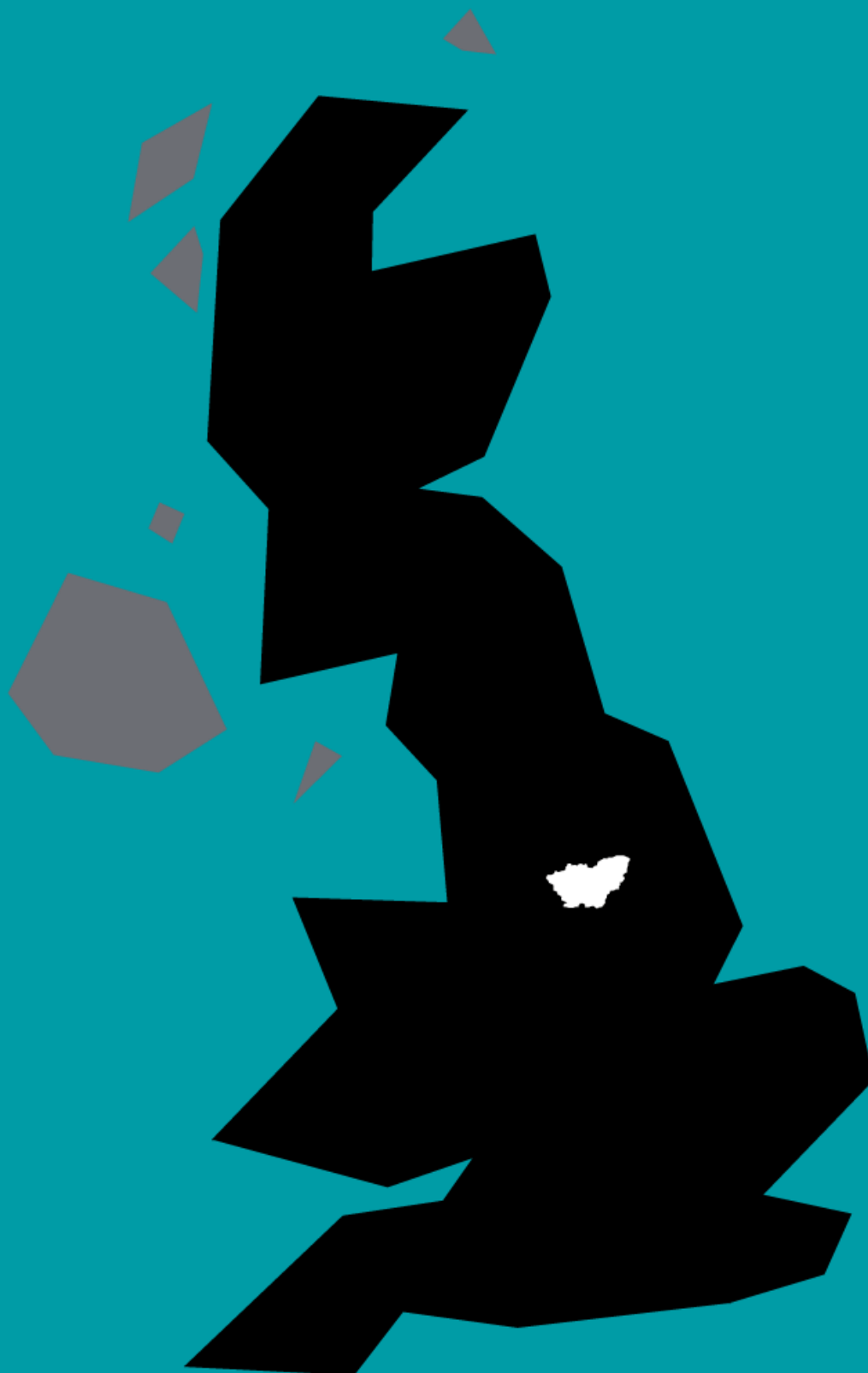


DRAFT ASSURANCE FRAMEWORK

VERSION 5 - FEBRUARY 2022



Contents

1	Introduction	3
2	About South Yorkshire	5
3	Structures and Roles	10
4	Accountability for Public Funds	27
5	Robust and Transparent Decision-Making	32
6	Contract Management	43
7	Measuring Performance and Success	45
8	Inclusive and Collaborative Working	48
9	Publishing Information	51
10	Glossary of Terms	55
11	Appendix A: Summary of LEP Policies	56
12	Appendix B: Joint Statement from LEP and MCA	58
13	Appendix C: Key Performance Indicators	60

LIST OF TABLES AND FIGURES

Figure 1	South Yorkshire Mayoral Combined Authority Timeline	5
Figure 2	Map of South Yorkshire	6
Figure 3	Strategic Economic Plan 2021-2041	7
Figure 4	Renewal Action Plan	7
Figure 5	The South Yorkshire Mayoral Combined Authority Organisational Structure	11
Figure 6	The Mayoral Combined Authority Executive Team Structure	25
Figure 7	Business Case Development, Appraisal and Approval Process	35
Figure 8	Assurance Route	36
Table 1	Membership of the Mayoral Combined Authority (MCA) 2022/23	13
Table 2	Membership of the South Yorkshire Local Enterprise Partnership (LEP) 2022/23	15
Table 3	Gender Composition of LEP Board (January 2022)	19
Table 4	Membership of the Thematic Boards 2022/23	21

Version Control

V1	First draft	L Whitaker
V2	Second draft with amendments on assurance, finance, legal, governance, risk, contracts and skills	L Whitaker, F Kumi-Ampofo, M Thomas, S Davenport, C Marriott, L Morris, C Taylor, H George
V3	Third draft with amendments from Management Board and refined section 5	L Whitaker, F Kumi-Ampofo, D Smith, S Davenport, M Swales, S Edwards, S Batey, G Sutton
V4	Fourth draft with amendments from Chair of Assurance Panel	L Whitaker, N MacDonald, R Adams
V5	Amendments following MCA Board	L Whitaker, F Kumi-Ampofo

1. Introduction

Purpose of the Assurance Framework

- 1.1 The aim of this document is to set out how the South Yorkshire Mayoral Combined Authority (MCA) will use public money responsibly, both openly and transparently, and achieve best value for money. This document outlines:
 - The respective roles and responsibilities of the Mayoral Combined Authority Board, the South Yorkshire Mayor, the Local Enterprise Partnership (LEP) Board and other elements of the decision-making and delivery structure;
 - The key processes for ensuring accountability, probity, transparency, legal compliance and value for money;
 - How potential investments will be prioritised, appraised, approved, and delivered; and
 - How the progress and impacts of these investments will be monitored and evaluated.
- 1.2 The Assurance Framework sits alongside several key governance and policy documents – most notably the Devolution Agreement and Settlement Letter, the MCA Constitution, the LEP Terms of Reference, the Financial Regulations, the Strategic Economic Plan (SEP), Renewal Action Plan (RAP), Investment Plan and Monitoring and Evaluation Framework.
- 1.3 The Assurance Framework has been developed in response to the National Local Growth Assurance Framework (September 2021), Strengthened Local Enterprise Partnerships Report (July 2018), the LEP Governance and Transparency Best Practice Guide (January 2018) and the Ney Review (October 2017).
- 1.4 This Assurance Framework takes effect from 1 April 2022. It will apply to all new funding bids, funding regimes and projects from this date. For continuity and consistency purposes, some existing projects which are already part way through the 2021 Assurance Framework process, will conclude their approval through that route.

Updating the Assurance Framework

- 1.5 The Assurance Framework is reviewed and updated at the end of each year. The next annual review of this document is scheduled to commence in October 2022. However, this document may be amended and re-published prior to the annual review date if improvements or significant changes are made to the MCA, LEP or its governance and assurance structures and processes, or if new guidance is received from the Government.
- 1.6 A draft of the Assurance Framework is presented to the MCA and LEP Boards to approve any changes. The Assurance Framework is then submitted to the Department for Levelling Up, Housing and Communities (DLUHC), the Department for Business, Energy and Industrial Strategy (BEIS), the Department for Transport (DfT) and the Department for Education (DfE) for approval.

The Structure of this Document

1.7 The remainder of this document is structured into the following sections:

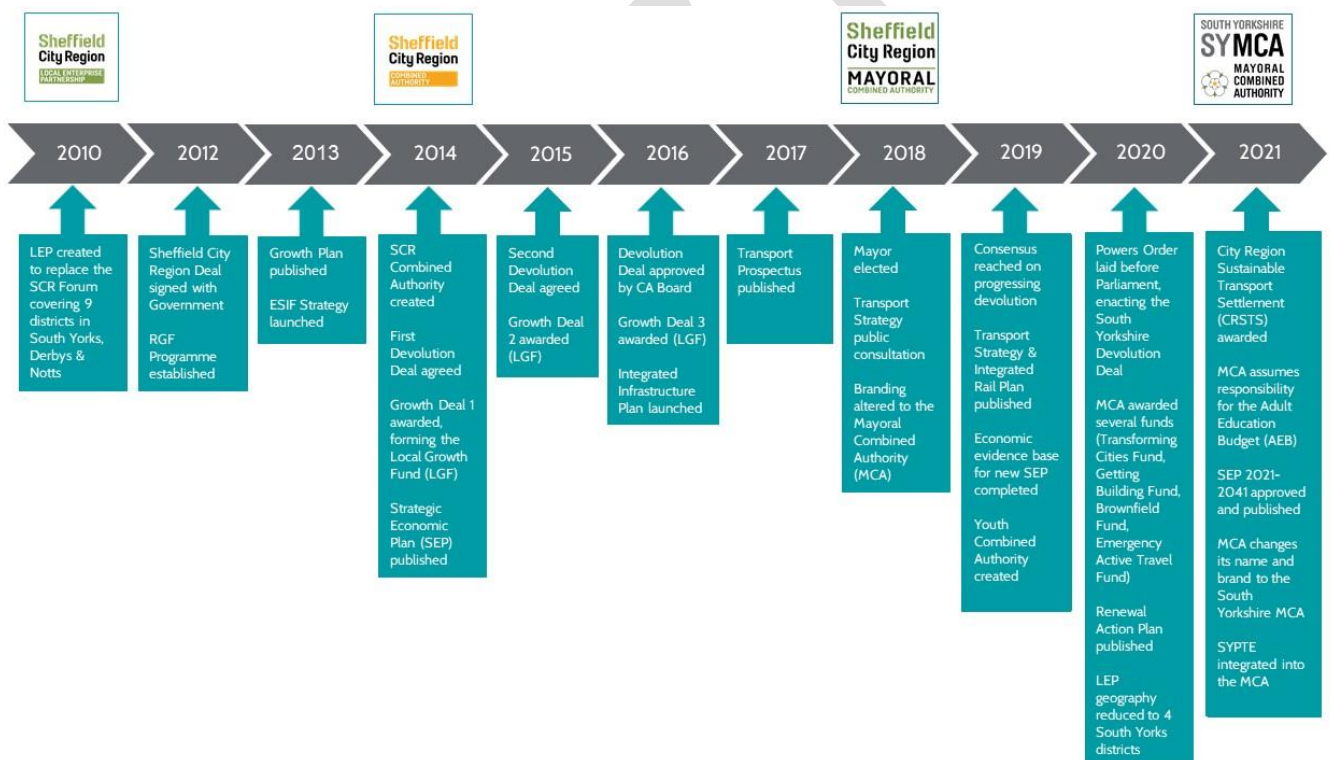
- **Section 2** describes South Yorkshire, the funding devolved by Government to the Mayoral Combined Authority and the plan for economic growth.
- **Section 3** explains the structures, roles and responsibilities of the organisations that make up the decision-making bodies.
- **Section 4** outlines the processes for ensuring openness and accountability for public funds.
- **Section 5** describes how the MCA and LEP collaborate and engage with other MCAs, LEPs, partners and the public.
- **Section 6** illustrates how decisions are made in a robust, evidenced and transparent manner.
- **Section 7** explains how projects are delivered and monitored and evaluated.
- **Section 8** states how the Mayor, MCA and LEP work collaboratively and consult with others
- **Section 9** outlines how information is published.
- **Appendix A** provides a summary of the policies that the LEP is governed by.
- **Appendix B** is a joint statement from the LEP and MCA on their respective roles and responsibilities.
- **Appendix C** lists the key performance indicators that the MCA assesses funding applications and programme, project and economic performance against.

2. About South Yorkshire

History

- 2.1 The South Yorkshire geographical area (formerly known as the Sheffield City Region) consists of the four local authority districts in South Yorkshire: Barnsley, Doncaster, Rotherham and Sheffield.
- 2.2 In 2008 the Sheffield City Region (SCR) Forum was created to formalise collaborative working between the South Yorkshire authorities that had taken place since 1986. The SCR Forum evolved into the Local Enterprise Partnership (LEP) in 2010. This was followed by the formation of the Mayoral Combined Authority (MCA) on the 1st April 2014 and the election of the first Mayor on the 4th May 2018 as shown in Figure 1 below.

Figure 1: South Yorkshire Mayoral Combined Authority Timeline



- 2.3 The South Yorkshire Devolution Deal¹ was signed into law on 27th July 2020.

Geography

- 2.4 The MCA and LEP's boundaries are coterminous. However, the wider functional economic area for South Yorkshire also covers five neighbouring districts in the D2N2 LEP area: Bassetlaw, Bolsover, Chesterfield, Derbyshire Dales and North East Derbyshire (Figure 2). Prior to 1st April 2020, these districts were full members of the LEP, when revisions to the LEP's geography were made to comply with the LEP Review recommendation on removing overlaps with other LEPs.

¹ [The Barnsley, Doncaster, Rotherham and Sheffield Combined Authority \(Functions and Amendment\) Order 2020](#)
SYMCA Assurance Framework 2022

- 2.5 Whilst the five districts in Derbyshire and Nottinghamshire are no longer members of the LEP, they continue to be non-constituent members of the MCA in accordance with the 2014 Order² that created the MCA, and collaboration is continuing with the non-constituent local authorities on cross-border economic issues.

Figure 2: Map of South Yorkshire

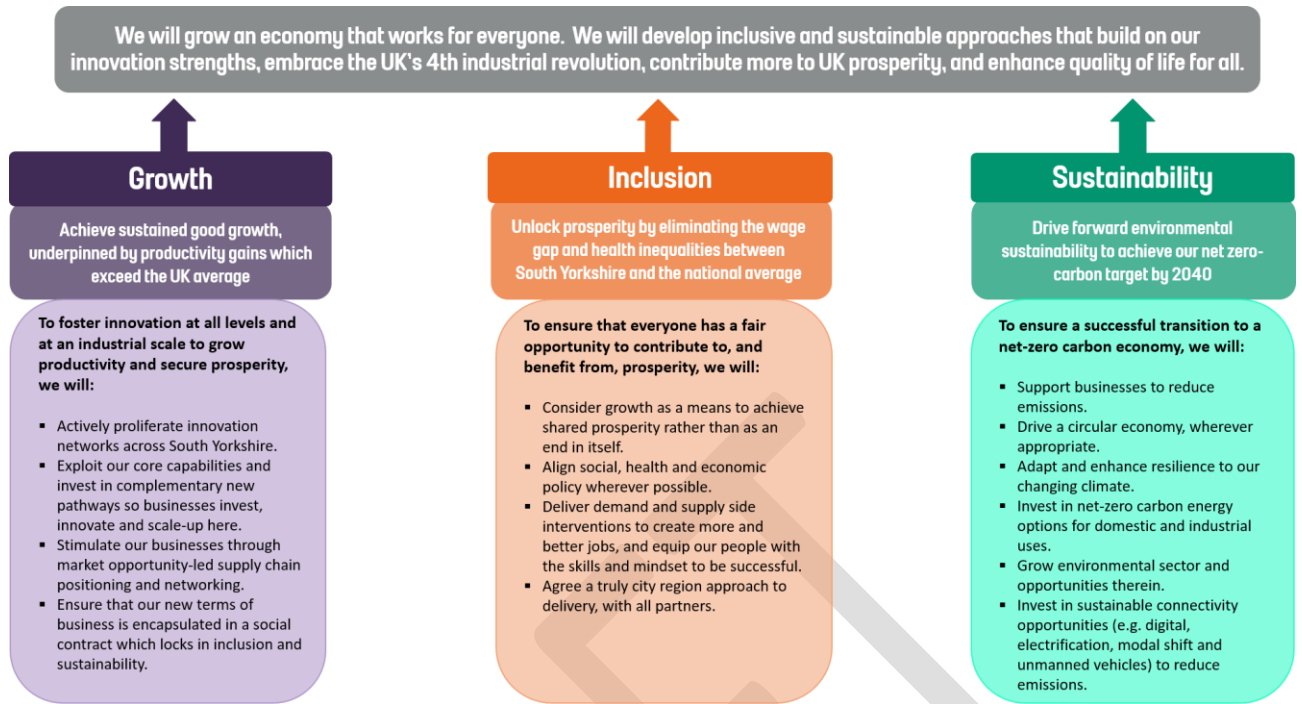


Plan for Economic Growth

- 2.6 In 2020, the MCA and LEP completed work on developing a Renewal Action Plan (RAP) in response to the COVID Pandemic and its attendant socio-economic challenges, to outline the objectives and priorities for economic recovery and growth for South Yorkshire. The RAP accompanies the Strategic Economic Plan (SEP) which was approved by the MCA and LEP Boards in January 2021.
- 2.7 The SEP is a twenty-year economic strategy which sets out the vision and policy objectives for growing the economy at pace; ensuring that all people and places have a fair opportunity to contribute to and benefit from prosperity and protecting and enhancing our environment.
- 2.8 The SEP is built on a broad range of socio-economic data and is the result of extensive consultation with business representatives, local industry leaders, local authorities, residents and stakeholder organisations. The vision and policy objectives for economic growth across South Yorkshire, are set out in Figure 3 below.

² [The Barnsley, Doncaster, Rotherham and Sheffield Combined Authority Order 2014](#)
SYMCA Assurance Framework 2022

Figure 3: Strategic Economic Plan 2021-2041



2.9 The SEP will be reviewed and updated on a regular basis to ensure a sound strategic basis for investment.

2.10 The RAP is a jobs-led plan that outlines £1.7bn of priority interventions for supporting our Employers, People and Places focusing particularly on the immediate term. The priorities were shaped through consultation with the LEP Board and stakeholder partners on actions for economic recovery and are set out in Figure 4 below:

Figure 4: Renewal Action Plan

Programme Objectives		Targets & Outputs
People	Help people find jobs and adapt to the new economy	Helping 35,000 people re-engage with the labour market, creating benefits such as: <ul style="list-style-type: none"> • 3,000 apprenticeships and other training positions • NEET levels below national average • Higher share of leavers/graduates in education or work within 12-18 months
Employers	Support employers to adapt, survive and thrive despite COVID	Over 25,000 businesses supported: <ul style="list-style-type: none"> • COVID-adapted working environments • Reduced carbon emissions • 15,000 jobs created through supply chain re-shoring / localising • Invoice and cashflow support • Investment to innovate and thrive
Places	Infrastructure investment to level up our economy, create jobs, and transform our communities	Strengthened communities and urban centres underpinned by: <ul style="list-style-type: none"> • Maintained cycling and walking rates • Uplift in urban footfall and spend • Created / supported 6,000 new jobs across infrastructure programmes • Improved local economic resilience and health and wellbeing

- 2.11 Together, with the Transport Strategy, the Net Zero Work Programme, and the MCA's priorities for Gainshare, the SEP and the RAP set the blueprint for how devolved and awarded funding from Government will be invested. The SEP and RAP also set the criteria that all programmes, schemes and projects will be measured and assessed against; from application stage through to contracting and delivery.

Devolved Powers and Funding

- 2.12 The South Yorkshire Devolution Deal provides the ability to establish a single pot of funding to invest in economic development. Known as the South Yorkshire Renewal Fund, this single pot of circa £500m includes Gainshare, the Adult Education Budget, a consolidated transport budget and other devolved monies as detailed below. Further information on how decisions are made and assured to invest the fund is provided in Section 5 of this document.

Gainshare

- 2.13 The Gainshare (grant-based investment funding) allocation for South Yorkshire through the Devolution Deal is £30m per annum for a period of 30 years. This consists of 60% capital and 40% revenue funding and is to be invested in the delivery of the MCA and LEP's strategic and economic priorities.

Adult Education Budget (AEB)

- 2.14 From the start of the 2021/22 academic year, the MCA assumed responsibility for the revenue-based Adult Education Budget (AEB) in South Yorkshire. Devolution of AEB supports the delivery of high-quality adult education at NVQ Levels 1,2 and 3 to individuals aged 19 years and above. This equates to around £42m per academic year.

City Region Sustainable Transport Settlement (CRSTS)

- 2.15 The MCA is responsible for the consolidated devolved capital transport budget. This includes the Highways Maintenance Block (excluding PFI) and Highways Maintenance incentive funding. In October 2021, the MCA was awarded £570m for a period of 5 years.

Transforming Cities Fund (TCF)

- 2.16 Following a successful bidding process, in March 2020, the Government awarded £166m from the Transforming Cities Fund (TCF) to South Yorkshire for a period of three years to improve public transport and support investment in active travel infrastructure. The third year of TCF funding (approximately £72m) is incorporated in the CRSTS allocation.

Getting Building Fund (GBF)

- 2.17 In June 2020, the MCA was awarded £33.6m for a prioritised capital programme of Major Infrastructure Schemes under the Government's Getting Building Fund. The fund has been used to accelerate 'shovel ready' infrastructure schemes up to March 2022.

Brownfield Fund (BF)

- 2.18 The MCA was allocated £40m in June 2020 to deliver a capital programme of housing schemes on brownfield sites over the next 5 years through the Government's Brownfield Fund.

Community Renewal Fund (CRF) and UK Shared Prosperity Fund (UKSPF)

- 2.19 In November 2021, following a national bidding process the Government awarded £8.2m of revenue funding to the MCA to fund eight projects in South Yorkshire as part of the Community Renewal Fund (CRF); a pilot and precursor programme for the UK Shared Prosperity Fund (UKSPF). The UKSPF will commence in 2023 and is the replacement regeneration funding programme for the previous Local Growth Fund (LGF) programme and EU Structural Funds.
- 2.20 More detailed information on the UKSPF pilot will be published in 2022 but, like the CRF programme, it is expected to be focussed on supporting infrastructure improvements and regeneration in areas of deprivation, tailored employment and skills development and supporting businesses with innovation and green technology adoption.

Powers

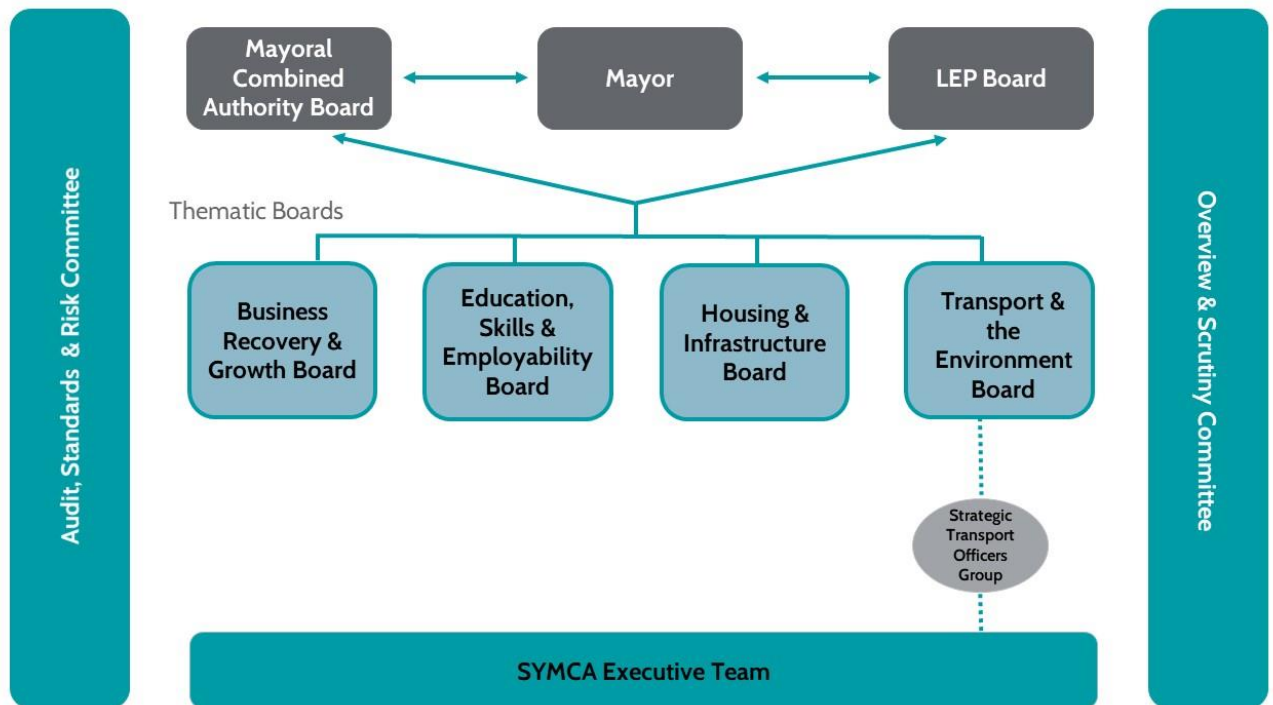
- 2.21 Under the South Yorkshire Devolution Deal, the MCA and Mayor were granted the following devolved powers from Government:
- The full devolution of the 19+ Adult Education Budget for college and training providers;
 - The ability to borrow against funds;
 - To improve the supply and quality of housing and secure the development of land or infrastructure;
 - To create a non-statutory Spatial Framework for South Yorkshire;
 - The option to establish Mayoral Development Corporations;
 - To provide grants and make agreements with other bodies on the management of the strategic highway network; and
 - The option to introduce a Mayoral precept.

3. Structures and Roles

Overview

- 3.1 The MCA and LEP governance model combines the best of private sector expertise and public sector capacity, transparency and accountability.
- 3.2 The MCA and LEP form the core decision-making Boards. The private sector led LEP, supports and works alongside democratically elected Leaders on the MCA Board. The Mayor, the Leaders of the four local authorities in South Yorkshire and LEP Chair sit on both Boards. This has resulted in strong partnership between the MCA and LEP. It also ensures that a single oversight is in place to deliver efficient, effective, accountable and informed decision-making.
- 3.3 The Mayor, MCA Board and LEP Board are supported by four Thematic Boards and the MCA Executive Team. The Thematic Boards are responsible for driving forward the agenda of their thematic area. The MCA Executive Team advises the Mayor, MCA and LEP on policy, seeks agreement between those bodies and subsequently commissions, manages and monitors the delivery of projects.
- 3.4 The MCA Executive Team and local authority Chief Executives also support the decision-making process, with the Chief Executives each leading an operational group which informs and advises the Thematic Boards. Two independent committees, the Audit, Standards and Risk Committee and Overview and Scrutiny Committee, ensure that the MCA, LEP and Mayor are fulfilling their legal obligations, and developing and delivering strategies and public transport services that are in the best interests of local people.
- 3.5 In 2021/22, work was undertaken to integrate the South Yorkshire Passenger Transport Executive (SYPTe) into the MCA. Organisationally, much of this work was completed, particularly in terms of integrating staffing structures and decision making. Formal legal dissolution via a Parliamentary Order is anticipated in 2022/23.
- 3.6 Figure 5 sets out the overall structure and how the Boards and Committees relate to one another.

Figure 5: The South Yorkshire Mayoral Combined Authority Organisational Structure



3.7 The following sections provide a description of the different elements of the structure and their respective roles and responsibilities.

The Mayor

3.8 The Mayor is directly elected by the electorate in South Yorkshire (Barnsley, Doncaster, Rotherham and Sheffield) and serves a four-year term of office. The Mayor was elected in May 2018 and the next Mayoral Election will take place in May 2022.

Role of the Mayor

3.9 The Mayor exercises powers and functions that are devolved to the MCA by central Government.

3.10 The Mayor is the Chair of the MCA and leads the MCA in terms of proposing and agreeing the revenue and capital budgets of the MCA, including allocation of the consolidated transport budget, appropriate use of the Adult Education Budget and how Gainshare is utilised to support the MCA's policies.

3.11 The Mayor is a member of the LEP Board and also promotes South Yorkshire as a place to live, work, visit and invest in.

Responsibilities of the Mayor

3.12 The decision-making powers and functions of the Mayor are:

- Development of a strategy and spending plan for the delivery of mayoral functions;
- Responsibility for a consolidated, devolved transport budget, with a multi-year settlement;

- Responsibility and the power to approve franchised bus services, to support the MCA's delivery of smart and integrated ticketing across South Yorkshire;
- Responsibility for an identified Key Route Network of local authority roads that will be collaboratively managed and maintained by the MCA on behalf of the Mayor;
- Powers over strategic planning, including the responsibility to create a spatial framework for South Yorkshire; and
- Ability to create Mayoral Development Areas or Corporations in agreement with the relevant MCA member.

The Mayoral Combined Authority (MCA)

3.13 The Sheffield City Region Combined Authority was formally constituted in law in April 2014. It comprises the four constituent local authorities for South Yorkshire of Barnsley, Doncaster, Rotherham and Sheffield, and five non-constituent local authorities from the neighbouring D2N2 LEP area (Bassetlaw, Bolsover, Chesterfield, Derbyshire Dales and North East Derbyshire). With the election of the Mayor in May 2018, it became the Mayoral Combined Authority (MCA), and in 2022 the MCA changed its name to the South Yorkshire Mayoral Combined Authority

Role of the MCA

3.14 The MCA is the legal and Accountable Body for funding devolved and awarded to the MCA and LEP. The MCA is also the Local Transport Authority for South Yorkshire. This role and its accompanying responsibilities are defined in the [MCA Constitution](#).

Responsibilities of the MCA

3.15 The MCA's remit is strategic economic development, housing, skills, transport infrastructure and strategic and operational transport functions.

3.16 The MCA is responsible for setting the policy direction in South Yorkshire and maximising financial investment to achieve economic growth. The MCA is also responsible for making large investment decisions and ensuring that the policy and strategic objectives of the SEP are delivered.

3.17 On this basis, typically the agenda for the MCA is focused on different elements of the SEP and takes decisions and oversees performance on items including:

- Programme updates – on initiatives being delivered;
- Investment decisions;
- Monitoring of financial and output performance;
- Public transport operations and services;
- Assurance, strategic risk management and governance; and
- Strategies and plans.

3.18 The constituent members of the MCA are accountable for where and how public money is being spent.

3.19 Additional responsibilities and further powers may be devolved to the Mayor and the MCA, pending agreement by Government, the Mayor, MCA and the constituent authorities.

Membership of the MCA

3.20 Membership of the MCA is set out in Table 1 below. This specifies the type of membership; constituent, non-constituent and observer.

Table 1: Membership of the MCA 2022/23

Member	Post	Membership Type
South Yorkshire	Mayor	Constituent
Barnsley Metropolitan Borough Council	Leader	Constituent
Doncaster Metropolitan Borough Council	Mayor	Constituent
Rotherham Metropolitan Borough Council	Leader	Constituent
Sheffield City Council	Leader	Constituent
Bassetlaw District Council	Leader	Non-constituent
Bolsover District Council	Leader	Non-constituent
Chesterfield Borough Council	Leader	Non-constituent
Derbyshire Dales District Council	Leader	Non-constituent
North East Derbyshire District Council	Leader	Non-constituent
South Yorkshire LEP	Chair	Non-voting
Doncaster Metropolitan Borough Council	Nominated Representative	Rotational
Rotherham Metropolitan Borough Council	Nominated Representative	Rotational

- 3.21 The MCA Constitution stipulates that substitute members will be nominated and agreed by the full members annually.
- 3.22 Each year the MCA appoints two additional, rotational members from amongst the constituent councils. This is a requirement of the Order by which the Combined Authority was established to ensure that the majority of Members are from constituent councils. In 2022/23, the rotational members are from Doncaster and Rotherham. In 2023/24, they will be from Barnsley and Sheffield. By convention these Members do not attend or vote.
- 3.23 Organisations are invited to attend MCA meetings as an observer. These can include Government agencies (such as Homes England or Network Rail) and other LEPs which have close economic links with South Yorkshire (for example but not restricted to, the Leeds City Region, Manchester and Humber LEPs).
- 3.24 All MCA Board members are expected to conduct themselves in accordance with the Nolan Principles of Public Life. These principles are embedded in the [MCA Members' Code of Conduct](#) as detailed in the MCA Constitution.

MCA Board Meetings

- 3.25 The MCA Board meets on an eight-weekly cycle and the meetings are held in public.
- 3.26 All constituent members of the MCA Board and the Mayor have one equally weighted vote. Non-constituent members have no automatic right to vote. The MCA Constitution allows for voting rights to be extended to non-constituent members at the discretion of the constituent members.
- 3.27 Decisions are made by a majority of the members present at MCA meetings and voting when using the powers held by the Authority when it was established in 2014. For the new powers devolved to the MCA through the devolution deal, the Mayor must be part of the majority of members present and voting on the exercise of such functions. These functions are:
- Adult Education Budget;
 - Skills powers/duties; and
 - Housing functions.
- 3.28 The Constitution sets the majority as the Mayor plus 75% of the Members from the constituent councils present at the meeting. By convention, if 100% of the Members from the constituent councils are in favour of a resolution, then the Mayor will also vote in favour (as that is the will of the MCA), unless the Mayor gives minuted reason for not doing so.
- 3.29 The approval of the non-statutory Spatial Framework will require a unanimous decision from all constituent members. The establishment of any Mayoral Development Corporation will require the agreement of the Mayor and the MCA member that represents that place.
- 3.30 The Mayor's budget proposals will be approved by the MCA in accordance with the Combined Authorities (Finance) Order 2017 and the Constitution.

Quoracy for MCA Board Meetings

- 3.31 At least three voting members of the MCA must be present for a meeting to be valid. If a decision is required to meet agreed timescales and a meeting of the MCA is either not possible or scheduled, written procedures for decision making apply, in line with the MCA Constitution and the relevant Overview and Scrutiny regulations.

The Local Enterprise Partnership Board (LEP)

- 3.32 The Local Enterprise Partnership (LEP) is a voluntary business-led partnership which brings together business leaders, local politicians and other partners to promote and drive economic growth across South Yorkshire. The LEP was established in 2010.

Role of the LEP

- 3.33 The LEP leads on strategic economic policy development within the City Region and sets the blueprint for how the South Yorkshire economy should evolve and grow. The LEP is the developer and author of

the SEP. The LEP works to raise the profile, image and reputation of South Yorkshire as a place to visit, live, work and invest in.

Responsibilities of the LEP

- 3.34 The LEP is responsible for setting strategy and acts as the custodian of the SEP. Prior to the Devolution Deal, the LEP bid for funding and programmes from Government and was responsible for delivering these programmes. This included delivering the Growth Deal programme of activity which concluded on 31 March 2021.
- 3.35 The LEP is also responsible for ensuring that policy and decisions both receive the input of key business leaders, and by extension, reflect the views of the wider business community. The LEP fulfils this responsibility by leading on engagement with local businesses and policy makers at a City Regional, national and international level.
- 3.36 The focus of the LEP Board is to discuss and make decisions on the following:
- **South Yorkshire Economy** – such as research on how well the economy is performing and the issues and needs of different sectors and markets;
 - **Performance** - of LEP funded programmes;
 - **Providing a Forum for Debate** - between the public and private sectors; and
 - **Economic Strategy and Policy Development** – on new initiatives being brought forward.

Membership of the LEP

- 3.37 The LEP currently comprises 13 private sector representatives, the four Leaders of the Local Authorities, the Mayor, and a Trades Union Representative. The LEP is able to appoint up to five co-opted private sector members who can act as specialist advisers on thematic issues. There are currently no co-opted members on the LEP Board. Membership of the LEP is set out in Table 2 below:

Table 2: Membership of the South Yorkshire Local Enterprise Partnership (LEP) 2022/23

Member	Post	Membership Type
Lucy Nickson	Interim LEP Chair – Permanent Member	Private Sector
Neil MacDonald	LEP Vice Chair – Permanent Member	Private Sector
Alexa Greaves	Permanent Member	Private Sector
Gemma Smith	Permanent Member	Private Sector
Professor Chris Husbands	Permanent Member	Private Sector
Peter Kennan	Permanent Member	Private Sector
Michael Faulks	Permanent Member	Private Sector
Richard Stubbs	Permanent Member	Private Sector
Joe Chetcuti	Permanent Member	Private Sector
Cathy Travers	Permanent Member	Private Sector
Angela Foulkes	Permanent Member	Private Sector

Professor Dave Petley	HE Representative	Private Sector
Dan Fell	Chambers of Commerce Representative	Private Sector
Bill Adams	Trades Union Representative	Membership Body
MCA	Mayor	Public Sector
Barnsley Metropolitan Borough Council	Leader	Public Sector
Doncaster Metropolitan Borough Council	Mayor	Public Sector
Rotherham Metropolitan Borough Council	Leader	Public Sector
Sheffield City Council	Leader	Public Sector

- 3.38 Private sector LEP Board members are assigned a portfolio of work based on their expertise and knowledge. The portfolios are thematic based, and each LEP Board member leads on the LEP's activity on that theme.
- 3.39 The current composition of the LEP Board is 69% Private Sector members compared to 26% Public Sector members and 5% Membership Body members. This equates to a ratio that is substantially higher than the Government requirement of a two-third, one-third split.
- 3.40 All LEP Board members are expected to conduct themselves in accordance with the Nolan Principles of Public Life. These principles are embedded in the [LEP Code of Conduct](#). LEP Board members are required to sign a document confirming that they will subscribe to Nolan principles as a condition of their appointment.

LEP Board Meetings

- 3.41 The LEP Board meets on an eight-weekly cycle and the meetings are held in private, with the exception of an Annual General Meeting (AGM).
- 3.42 All Board members (apart from co-opted members) have equal voting rights, and decisions are taken on the basis of a simple majority.

Quoracy for LEP Board Meetings

- 3.43 Meetings of the LEP Board are considered quorate when at least one quarter of the Private Sector Members and at least one quarter of the constituent local authority members are present.
- 3.44 A LEP Board Member may be counted in the quorum if they are able to participate in the meeting by remote means such as by internet, audio or video link. The member must remain available throughout the agenda items where discussions and decisions are made.
- 3.45 Co-opted members, and any LEP Board member who is obliged to withdraw under the LEP Code of Conduct, are not counted towards the quorum.

- 3.46 To ensure that LEP Board members are suitably committed to the work of the LEP, consistent non-attendance at meetings is grounds for termination of membership. This is outlined in the [LEP Terms of Reference](#).
- 3.47 If a decision is required to meet agreed timescales and a meeting of the LEP is either not possible or scheduled, the urgency procedure for decision making applies, as outlined in LEP Terms of Reference will be implemented.

LEP Chair

- 3.48 The LEP Chair must have a private sector background.
- 3.49 The LEP Chair leads on building the reputation and influence of South Yorkshire at a national and international level. The LEP Chair is also a non-voting member of the MCA.

LEP Vice Chair

- 3.50 The LEP can appoint up to two Vice Chairs.
- 3.51 The LEP Vice Chairs must have a private sector background.
- 3.52 The LEP Vice Chairs provide day to day leadership and support to the LEP Board Members, lead on business relations within South Yorkshire, engage with the wider business community and deputise for the LEP Chair when necessary.

Defined Term Limits

- 3.53 The LEP Chair and LEP Vice Chairs have defined term limits of three years. They can re-apply for a further term.
- 3.54 All other private sector LEP Board members are appointed for an initial term of three years. As set-out in the LEP Terms of Reference, the Chair may extend the appointment of an individual for a further term of up to three years. With a clear rationale, and only in exceptional circumstances, a further extension not exceeding two years may be granted.
- 3.55 Co-opted LEP Board members have a defined term limit of one year. However, following a recommendation from the LEP Appointments Panel, the LEP Chair can at their discretion, extend the term of co-opted members for a further period.
- 3.56 The Trades Union Congress (TUC), Chambers of Commerce and FE Colleges (via the Association of Colleges) nominate their named representatives on an annual basis.

LEP Board Recruitment and Appointment

- 3.57 Private sector LEP Board members are appointed through an open and transparent recruitment and selection process. In the interests of continuity and succession planning, the recruitment is staggered so that the terms of all private sector members do not expire at the same time.

- 3.58 When private sector members either approach the end of their term, or if a LEP Board member resigns mid-term, the vacant positions on the LEP Board are promoted through the MCA website, social media channels and are advertised in local and regional media. Local business representative organisations are also consulted about LEP Board vacancies and advertise and promote these vacancies through communications with their members.
- 3.59 When recruiting new LEP Board members, consideration is given to achieving diversity on the LEP Board in line with the [LEP Diversity Policy](#). However, all Board appointments are made on merit, and within the context of the skills and experience required by the LEP Board.
- 3.60 Interested candidates are required to complete and submit an application form. A LEP Appointments Panel, which is made-up of LEP Board Vice Chairs, reviews and assesses the applications against the LEP Board Member Job Description and Person Specification, with advice and support from the MCA Executive Team. Candidates are shortlisted for an interview by a panel including LEP Board members (usually the Vice Chairs), a member of an independent business representative body, and the MCA Chief Executive or Deputy Chief Executive.
- 3.61 A combination of the completed application form and interview are used to judge each candidate's experience, suitability and fit. The LEP Appointments Panel makes the appointments which are then ratified by the LEP Board.
- 3.62 Newly appointed LEP Board members are invited to attend an induction session with the MCA Executive Team to develop their understanding of South Yorkshire, the organisational and decision-making structure, the LEP's priorities and plans and support available to LEP Board members from the MCA Executive Team.
- 3.63 Vacant positions for the Chair and Vice Chair roles are promoted in the same way. However, these positions are also advertised in national media outlets and on the Government's Public Appointments website. The Mayor leads the appointment panel for the LEP Chair, which also includes another LEP Board Member, an independent business representative organisation, a Local Authority Chief Executive and either the MCA Chief Executive or Deputy Chief Executive. In the event that the Chair or Vice Chair stands down, the LEP Board appoints an interim Chair or interim Vice Chair from the current private sector members of the LEP Board to assume the role until recruitment for a permanent Chair or Vice Chair can take place.

Equality and Diversity

- 3.64 The [LEP Diversity Policy](#) seeks to ensure that the composition of the LEP Board is diverse and reflective of South Yorkshire in the broadest sense. Consideration is given to gender, race, protected characteristics and areas of expertise including industry knowledge, geography, sectors and business size. This is done with a view to obtaining an appropriate balance of membership. Applications from under-represented groups are encouraged.
- 3.65 The current gender composition of the LEP Board is detailed in Table 3 below. It illustrates that 45.5% of the LEP's permanent private sector members are women.

Table 3: Gender Composition of LEP Board

Type of Membership	Gender		Vacant Posts	Total	Gender Ratio	
	Female	Male			Female	Male
Private Sector (Permanent)	5	6	0	11	45.5%	54.5%
Public Sector (Permanent)	1	4	0	5	20.0%	80.0%
Membership Body (Permanent)	0	1	0	1	0%	100%
Permanent Members	6	11	0	17	35.3%	64.7%
Private Sector (Named Representatives/Co-optees)	0	2	0	2	0.0%	100.0%
Representative/Co-opted Members	0	2	0	2	0.0%	100.0%
All Private Sector (TOTAL)	5	8	0	13	38.5%	61.5%
All Members (TOTAL)	6	13	0	19	31.6%	68.4%

3.66 The LEP will obtain an equal split of male and female private sector LEP Board members by March 2023.

How the MCA and LEP Work Together

3.67 A key facet of the governance arrangements in South Yorkshire is the strong inter-relationship between the LEP and MCA and overlap of membership. Building on the best of the public and private sectors, this brings accountability, transparency and business insight together. The configuration and membership of the LEP and MCA are designed to be mutually supportive.

3.68 The MCA is the legally Accountable Body for all funds awarded to the LEP and approves the LEP annual capital and revenue budgets prior to the start of the financial year. However, the LEP advises on how these funds are prioritised.

3.69 The MCA tests the value for money of proposed projects, and makes decisions in a legally compliant, responsible and transparent manner.

3.70 To maintain good communication and cooperation, the LEP and MCA are both served by the same team of staff (the MCA Executive Team). Financial information and updates on programme delivery are reported to both the LEP and MCA Boards. This includes details of applications received for LEP funded programmes and contracts awarded.

3.71 Given the clarity in remit and strong controls being in place, there are minimal circumstances where the MCA would not comply with the LEP's advice. However potentially this could occur if:

- The LEP was seeking to influence a decision of the MCA, which is within the remit of the Accountable Body, specifically an operational decision as opposed to a strategic decision regarding the economic strategy;
- The LEP was seeking to influence a decision which is non-compliant with public accountability requirements and procedures, or does not offer value for money;
- The MCA was seeking to influence a decision which is within the remit of the LEP (for example, supporting a project that is not aligned with the objectives of the SEP); or
- The MCA was refusing to operationalise a policy directive of the LEP in accordance with the SEP.

- 3.72 A procedure is in place for managing conflicts in decision-making should they occur. The three Statutory Officers (Head of Paid Service, Section 73 Officer and Monitoring Officer) would first attempt to resolve the conflict with the Chairs of the LEP and MCA Boards. If the conflict cannot be resolved, and depending on the nature of the conflict, this would be formally escalated to either the LEP Board or MCA Board to discuss and agree a resolution.
- 3.73 A Memorandum of Understanding concisely and simply explains the respective roles and responsibilities of the LEP and MCA, and how they work together. This is published and ensures that members of the public are clear on who is responsible for decision-making in South Yorkshire. This document is contained in Appendix B.

Thematic Boards

- 3.74 To support decision-making and delivery, the MCA and LEP are supported by four Thematic Boards, which are based on the broad strategic priorities of the SEP. The four Thematic Boards all have delegated authority to make financial decisions on behalf of the MCA up to defined limits.

Role of the Thematic Boards

- 3.75 The purpose of the [Thematic Boards](#) is to provide adequate and experienced capacity to review projects and make investment decisions. These Boards bring together the public and private leadership of the MCA and LEP to drive the delivery of activity, ensuring that the focus remains on the outcomes being delivered. The Thematic Boards therefore enable the MCA and LEP Boards to operate strategically rather than merely as investment boards.
- 3.76 The four Thematic Boards are accountable to the MCA and each one has a defined portfolio with distinct responsibilities for Business Recovery & Growth, Housing & Infrastructure, Education, Skills & Employability and Transport & the Environment.
- 3.77 The Transport & the Environment Board has a broader role than the other three Thematic Boards; specifically, co-ordinating the transport activities, and overseeing the performance of public transport operations and services in South Yorkshire.

Responsibilities of the Thematic Boards

- 3.78 Each of the four Thematic Boards (Business Recovery & Growth; Housing &, Infrastructure; Education, Skills & Employability; and Transport & the Environment) has delegated authority to approve projects with a value of less than £2 million. Decisions made by the Thematic Boards are presented to the MCA Board in a written Delegated Decisions Report. As the delegating body, the MCA has the right to review decisions made by the Thematic Boards.
- 3.79 The responsibilities of the four Thematic Boards are to:
- Shape future policy, priorities and programmes for the LEP and MCA Boards to approve;
 - Review programme and funding applications of less than £2 million that have been through the appraisal process and decide whether to approve, defer or reject the application;

- Review programme and funding applications of £2 million or more that have been through the appraisal process and make a recommendation to the MCA Board for approval, deferment or rejection of the application;
- Accept grants with a value of less than £2 million; and
- Monitor programme delivery and performance on their thematic area.

3.80 The Transport & the Environment Board has the following additional responsibilities:

- Shaping the development of the transport strategy and strategies for its implementation;
- Overseeing the performance of operational transport services and providing political direction;
- Recommending the transport capital programme for approval to the MCA; and
- Recommending the transport revenue budget for approval to the MCA.

Membership of the Thematic Boards

3.81 The members of the four Thematic Boards are set out in Table 4 below:

Table 4: Membership of the Thematic Boards 2022/23

Business Recovery & Growth	Education, Skills & Employability	Housing & Infrastructure	Transport & the Environment
One Leader from a South Yorkshire local authority as Chair (Mayor Ros Jones, DMBC)	One Leader from a South Yorkshire local authority as Chair (Cllr Sir Steve Houghton CBE, BMBC)	One Leader from a South Yorkshire local authority as Chair (Cllr Terry Fox, SCC)	One Leader from a South Yorkshire local authority as Chair (Cllr Chris Read, RMBC)
A lead private sector LEP Board member as Co-Chair (Neil MacDonald)	A lead private sector LEP Board member as Co-Chair (Dan Fell)	A lead private sector LEP Board member as Co-Chair (Gemma Smith)	A lead private sector LEP Board member as Co-Chair (Peter Kennan)
A nominated elected representative for each of the South Yorkshire local authorities	A nominated elected representative for each of the South Yorkshire local authorities	A nominated elected representative for each of the South Yorkshire local authorities	A nominated elected representative for each of the South Yorkshire local authorities
A lead Chief Executive from a South Yorkshire local authority	A lead Chief Executive from a South Yorkshire local authority	A lead Chief Executive from a South Yorkshire local authority	A lead Chief Executive from a South Yorkshire local authority
A private sector LEP Board member	A private sector LEP Board member	A private sector LEP Board member	A private sector LEP Board member
Head of Paid Service (or their nominated representative)	Head of Paid Service (or their nominated representative)	Head of Paid Service (or their nominated representative)	Head of Paid Service (or their nominated representative)
A non-voting representative for the other non-constituent local authorities from the MCA	A non-voting representative for the other non-constituent local authorities from the MCA	A non-voting representative for the other non-constituent local authorities from the MCA	A non-voting representative for the other non-constituent local authorities from the MCA

	A representative from the Skills Advisory Network		Executive Director of Infrastructure and Place
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- 3.82 Board decisions are made on the basis of consensus. Where consensus cannot be reached the issue is escalated to the MCA.
- 3.83 Operational Groups sit under each of the Thematic Boards to assist in the management and monitoring of individual programmes or projects, for example transport and the Business Growth Hub Board. The Operational Groups are each chaired by a Chief Executive Officer from a South Yorkshire local authority and they consist of key stakeholders and thematic experts who can advise the Thematic Board. The Operational Groups have no responsibilities for decision-making.

Thematic Board Meetings

- 3.84 Thematic Boards meet on an eight-weekly cycle and the MCA Executive Team provides the secretariat function.

Quoracy for Thematic Board Meetings

- 3.85 Meetings of the Thematic Boards (with the exception of the Transport & the Environment Board) are quorate when five members are present; of which two are from South Yorkshire local authorities and one is a LEP private sector member.
- 3.86 Transport & the Environment Board meetings are quorate when six members are present. of which two are from South Yorkshire local authorities and one is a LEP private sector member.
- 3.87 A member who is obliged to withdraw under the [MCA Code of Conduct](#) or [LEP Code of Conduct](#) shall not be counted towards the quorum.
- 3.88 If a decision is required to meet agreed timescales and a meeting of the Thematic Board is either not possible or scheduled, written procedures for decision making apply, in line with the Thematic Boards Protocol for Decisions Between Meetings.

Audit, Standards and Risk Committee

- 3.89 The [Audit, Standards and Risk Committee](#) ensures that the MCA, LEP and Mayor are operating in a legal, open and transparent way.
- 3.90 In accordance with the Chartered Institute of Public Finance and Accountancy (CIPFA) guidance, the Committee provides a high-level focus on assurance and governance arrangements.
- 3.91 The Audit, Standards and Risk Committee monitors the operation of the organisation and public transport operations. Their role is to ensure that the MCA is fulfilling its legal obligations, complies with statutory requirements, is managing risk effectively and has robust control measures in place for all

devolved powers and funding. The Committee scrutinises, reviews and endorses the Treasury Management Strategy, Financial Regulations and statutory accounts, before they are finalised and presented to the MCA Board for approval, as well as identifying any risks.

- 3.92 Membership of the Audit, Standards and Risk Committee is politically balanced and consists of 8 elected Councillors (or their nominated substitute) from the four South Yorkshire local authorities and two independent members.
- 3.93 A sub-committee of the Audit, Standards and Risk Committee was established in 2021 to focus on operational public transport and the integration of SYPTE into the MCA to ensure that risk assurance and oversight was maintained. The independent members lead a non-executive Audit and Risk Advisory Panel which reports into and advises the Audit, Standards and Risk Committee.
- 3.94 The Audit, Standards and Risk Committee meets at least quarterly and reports into the MCA on both financial and non-financial performance. The Chair of the Audit, Standards and Risk Committee is invited to present the work that the committee is undertaking to the MCA Board at least once per year. The Chair also meets with the Mayor on a six-monthly basis and also meets the Management Board of the MCA Executive Team on a regular basis.

Overview and Scrutiny Committee

- 3.95 The [Overview and Scrutiny Committee](#) holds the MCA, Mayor, LEP and Thematic Boards to account for all decisions taken, including devolved powers and funding. The Overview and Scrutiny Committee has the authority to review and scrutinise any decision made, or action taken by the MCA, LEP, Mayor, Thematic Boards or [MCA Executive Team](#). The Committee can, at their discretion, produce reports and make recommendations for change or improvements.
- 3.96 The Overview and Scrutiny Committee is responsible for checking that the MCA and LEP are delivering their objectives, and that policies, strategies and plans are made in the best interests of residents and workers in South Yorkshire. They provide independent scrutiny of initiatives and LEP activities and public consultation on draft strategies.
- 3.97 Membership of the Overview and Scrutiny Committee is politically balanced and consists of 10 elected Councillors from the four South Yorkshire local authorities (or their nominated substitute); typically, the Chair of each local authority's overarching Scrutiny Committee.
- 3.98 The Overview and Scrutiny Committee meets on a quarterly basis. The MCA is required to consider the conclusions of any review by the Overview and Scrutiny Committee at the next available meeting.

Statutory Officers

3.99 The MCA appoints three [Statutory Officers](#) to discharge duties and obligations on their behalf. The Statutory Officers ensure that the MCA is acting in accordance with its legal duties and responsibilities, operating within the financial regulations and receiving appropriate advice on policy and governance.

3.100 The Statutory Officer roles are defined in the MCA Constitution and comprise:

- **Head of Paid Service** – The Chief Executive of the MCA fulfils the role of the Head of Paid Service. The Head of Paid Service discharges the functions in relation to the MCA as set out in section 4 of the Local Government and Housing Act 1989 and acts as the principal advisor to the LEP.
- **Section 73 Officer** – The Group Finance Director fulfils the role of Section 73 Officer in accordance with the Local Government Act 1985. The Section 73 Officer administers the financial affairs of the MCA and LEP. The Section 73 Officer is equivalent to the Section 151 Officer that other LEPs have in place.
- **Monitoring Officer** – The Monitoring Officer discharges the functions in relation to the MCA as set out in section 5 of the Local Government and Housing Act 1989.

Remuneration Panel

3.101 An independent Remuneration Panel convenes to identify the salary and allowances that should be paid to the Mayor and Deputy Mayor for their term of office. The MCA does not currently have a Deputy Mayor.

3.102 The Remuneration Panel reports their recommendations in a report to the MCA Board who decide the salary and allowances that will be paid.

The MCA Executive Team

3.103 The MCA Board, LEP Board and Thematic Boards are supported by the MCA Executive Team. The MCA Executive Team is a dedicated resource that provides impartial advice and works in collaboration with partners and stakeholders.

3.104 The role of the MCA Executive Team is to advise and support the MCA, Mayor, LEP and Thematic Boards and to execute the decisions made.

3.105 The MCA Executive Team of staff are employed by the MCA and the current functions are shown in Figure 6 below.

Figure 6: The MCA Executive Team Structure

3.106 The MCA Executive Team supports the following activities:

- **Develop and Propose Policy** - supporting the MCA, Mayor and LEP to draft key policies to inform decision-making on investment;
- **Initiate and Recommend Project Ideas** – support project applicants in identifying and bringing forward viable project ideas that will deliver the MCA's strategic objectives;
- **Develop and Commission Solutions** – ensure projects in the funding pipeline are fully developed and that delivery options are fully explored;
- **Advise Funding Applicants** – on how to develop a robust and comprehensive Business Case and advise on the assurance process;
- **Manage the Assurance Process** – ensure that funding applications follow the correct process, manage the independent review and appraisal of business cases and funding applications including contracting specialists and subject experts to undertake technical reviews as required, and supporting the MCA's Assurance Panel;
- **Advise the MCA, Mayor, LEP and Thematic Boards** – on the value for money, risk and deliverability of funding applications;
- **Programme and Project Design and Development** – design and develop investment programmes and projects to deliver the agreed policy objectives of the Mayor, MCA and LEP, in line with the agreed Investment Plan, including the preparation and submission of funding bids to Central Government or in response to specific calls and opportunities that may arise;
- **Programme and Project Monitoring** – monitor and report on the delivery, performance and achievements of programmes and projects to the MCA and LEP Boards and DLUHC, DfT and DfE as per the Government's requirements;
- **Manage the Evaluation Process** - manage the monitoring and evaluation framework, ensure that all programmes and projects are appropriately evaluated and provide regular reports and updates to the Thematic, MCA and LEP Boards, individual Government departments and nationally appointed evaluators;
- **Administration and secretariat function for the Boards** – ensuring MCA, LEP and Thematic Board meetings are planned and arranged in a timely fashion and communicated;
- **Compiling Papers and Reports** - for the Mayor and Board members;
- **Enquiries** – dealing with the media and handling general enquiries from the public;
- **Publishing Information** – ensuring that minutes, agendas and papers of the meetings of the LEP, MCA Board, Audit, Standards and Risk Committee and Overview and Scrutiny Committee are published promptly on the MCA website and publishing information on MCA and LEP policies and procedures; and
- **Promoting South Yorkshire** – to potential investors and the public as a place to invest, work and live.

3.107 The functions of the MCA Executive Team are organised to maintain 'ethical walls' and ensure that there are no opportunities for conflicts of interest between project and programme commissioning and project appraisal.

4. Accountability for Public Funds

- 4.1 Several measures are in place to ensure that the Mayor, MCA and LEP are managing and administering public funds in a responsible, efficient, transparent and accountable manner.

The Accountable Body

- 4.2 The MCA is the legal and Accountable Body for powers and funding devolved by Government. The MCA is also the legal and accountable body for the LEP and is therefore responsible for all decisions and expenditure.
- 4.3 The MCA holds all funding, enters into contractual arrangements and processes payments. The MCA also provides programme management to account for the funding and ensures that the impact of investment is assessed.
- 4.4 The MCA is accountable for:
- Ensuring that its decisions and activities conform with legal requirements regarding equalities, environmental and European legislation (such as State Aid), and that records are maintained so that this is evidenced;
 - Retaining overall responsibility for the appropriate use of public funds by the MCA, LEP and Thematic Boards;
 - Ensuring that the approved Assurance Framework is being adhered to;
 - Ensuring that all contracts entered discharge their duties; and
 - Maintaining and publishing annual accounts (including devolved and other funding sources received from Government), in accordance with the relevant regulations, each year in draft form by 31 May and finalised in July.
- 4.5 In accordance with section 101 of the Local Government Act 1972, and The Openness of Local Government Bodies Regulations 2014, the MCA delegates certain decisions to the Statutory Officers. The [Scheme of Delegation](#) in Part 4. E of the Constitution specifies the delegations for funding and decision-making that are available to the Head of Paid Service (the Chief Executive of the MCA), the Section 73 Officer (Group Finance Director), and the Monitoring Officer.

Section 73 Officer

- 4.6 The Section 73 Officer is fully engaged in the operation of the organisation, ensuring that devolved funds are managed responsibly and allocated through a robust application process.
- 4.7 The Section 73 Officer is accountable for:
- Ensuring that devolved funds, including the AEB, are used legally, appropriately and are subject to the usual local authority checks and balances, including discharging financial duties under the [Financial Regulations](#);

- Ensuring that the MCA acts in a manner that is lawful, transparent, evidence based, consistent and proportionate, including the publication of annual audited accounts;
- Signing-off Value for Money Statements for all funding applications during the appraisal process as true and accurate;
- Certifying that funding can be released under the appropriate conditions (in line with statutory duties);
- Accepting grants for funding on behalf of the MCA, where the MCA has approved the submission of a funding bid to Government;
- Accepting tenders or quotations for the supply of goods, materials or services provided that the spend is within the MCA approved budget or capital programme;
- Signing-off quarterly reports to the DLUHC on programme performance and expenditure;
- Ensuring that the established professional codes of practice are applied; and
- Ensuring that strong governance arrangements and LEP policies are in place to ensure that the LEP is operating robustly and transparently (by providing an Annual Assurance Statement and letter to the DLUHC Accounting Officer).

Internal and External Audit

- 4.8 The MCA has an established process for internal and external audit. Internal audit is a contracted service provided by Grant Thornton. Ernst Young are the appointed external auditors. As the MCA is the Accountable Body, the audit arrangements cover both the MCA and LEP's funding and activities, including devolved monies, and transport operations.
- 4.9 In conjunction with the internal audit team, the MCA Head of Paid Service, Section 73 Officer and Monitoring officer prepare an annual Internal Audit Plan at the start of each financial year, which is reviewed towards the end of the financial year. The Internal Audit Plan includes all aspects of the appraisal, assurance, monitoring and evaluation processes and transport operations. This provides independent and objective assurance to the MCA. The Plan is approved by the MCA and is considered by the Audit, Risk and Standards Committee. The current plan was approved by the Audit, Standards and Risk Committee in June 2021.

Audit, Standards and Risk

- 4.10 The Audit, Standards and Risk Committee reviews in detail the opinions of the internal and external auditors on behalf of the MCA. The Committee holds the Statutory Officers to account for any improvements identified and required and contribute to the audit opinion at the end of each financial year.
- 4.11 The Audit, Standards and Risk Committee has an annual Work Programme that they deliver against, which includes undertaking a detailed review of the strategic risk management and financial management processes that are in place, assessing the level of risk, reviewing elements of the MCA and LEP funded programmes in detail and contributing to the setting and approval of the Internal Audit Plan. The Audit and Risk Advisory Panel supports the Audit, Standards and Risk Committee in delivering the annual Work Programme and setting of the Internal Audit Plan.

Overview and Scrutiny

- 4.12 The independent Overview and Scrutiny Committee holds the MCA, Mayor, LEP and Thematic Boards to account on behalf of the public. They have the authority to review and scrutinise any decisions made including the investment of devolved funds, or actions taken. The Committee can at their discretion, make recommendations for change or improvement.
- 4.13 The Overview and Scrutiny Committee has an annual Work Programme of topics that they will scrutinise. Committee members are encouraged to propose additional topics for scrutiny.

Assurance Panel

- 4.14 The Assurance Panel conducts a technical review of all business cases for projects that are seeking funding. The Panel currently consists of a private sector LEP Board member who acts as a non-executive Chair, the MCA's three Statutory Officers or their representatives (Monitoring Officer, Section 73 Officer and Head of Paid Service) and relevant officers from the MCA Executive Team. The Panel makes recommendations to the appropriate decision-making Board on the value for money and level of risk of a project and whether to endorse, approve, defer or reject funding applications. The Assurance Panel also advises on any conditions that should be placed on the funding and advises on the merits of potentially competing funding applications by considering the net impact of the overall investment programme.
- 4.15 The Statutory Officers ensure that the Accountable Body duties are discharged through their representation on the Assurance Panel. This embeds the roles and functions of the Statutory Officers in the project appraisal process. All projects seeking funding are reviewed by the Assurance Panel and are subject to independent technical scrutiny.
- 4.16 The Assurance Panel meets every two weeks, or more frequently if necessary, to ensure the pipeline of project proposals continues at the required pace.
- 4.17 A Programme Management Board consisting of senior officers from the MCA, oversees both the development and delivery of all MCA investment programmes. The Programme Management Board also provides technical support and advice to the Assurance Panel, such as the identification and mitigation of risk and considerations of funding, for example the setting of an appropriate interest rate on loans to funding applicants.
- 4.18 The appraisal process is detailed in Section 5.

Ensuring Value for Money

- 4.19 All projects and programmes that apply for funding are appraised and assessed for Value for Money (VfM) using the HM Treasury Green Book and appraisal guidance published by individual Government departments such as the Department for Education, Department for Transport and the Department for Levelling Up, Housing and Communities.

- 4.20 The VfM assessment considers the potential costs, benefits, risks, uncertainties and impacts of the project. A Benefit Cost Ratio (BCR) is calculated for the project wherever possible but this is just one of the basket of metrics considered in the VfM assessment. All of the wider monetised and non-monetised impacts and benefits of a project are quantified wherever possible and non-quantifiable benefits are also assessed qualitatively. Non-monetised costs and disbenefits are also qualitatively assessed.
- 4.21 A VfM Statement is completed by the Assurance Panel at every stage of the appraisal process (Strategic Business Case, Business Justification Case, Outline Business Case and Full Business Case) and published on the MCA website with the business case to enable partners and members of the public to comment. The initial, adjusted and final BCR for transport projects is calculated in accordance with the DfT's Value for Money Advice Note for Local Transport Decision Makers.
- 4.22 The VfM statements are on a proportionate basis relative to the level of risk, complexity and funding sought.
- 4.23 The Section 73 Officer is responsible for signing-off VfM Statements and this must be done before a project can progress to the next stage of the appraisal process. The VfM Statement is also signed-off by the MCA at each stage of the appraisal process.
- 4.24 The VfM Statement for each project, is presented to the appropriate Board or Thematic Board. The Statement includes the Assurance Panel's justification and recommendation on whether the project should be approved, deferred or rejected and any conditions that should be put in place.
- 4.25 The ambition is always to support projects that demonstrate High VfM. However, projects that are appraised as offering lower VfM, may still be funded if there is a strong strategic business case and the project will deliver the strategic and economic objectives in the SEP (for economic growth, inclusion and sustainability), or where the project is essential to unlock or enable other development to take place. However, the MCA and/or LEP can decide to remove a project from the programme if the appraisal identifies Poor or Low VfM.

Managing Risk

- 4.26 The approach to risk management is comprehensive and in accordance with HM Treasury's Orange Book principles and other project management guidance. The Deputy Chief Executive of the MCA is the named officer for managing risk on the MCA and LEP activity.
- 4.27 Robust control measures and a Risk Management Framework are in place to provide accountability and support due diligence. The Risk Management Framework guides the identification, assessment and management of risks for all activities.
- 4.28 Risk management controls and mitigation action plans are agreed and added to the Risk Registers. A plan is then constructed to reduce the likelihood of the risk occurring and/or decrease the impact of a risk, should it occur.
- 4.29 Funding applicants are required to include risk and contingency plans as part of their application for funding. Once a project has received funding approval, the MCA Executive Team works with project applicants to monitor delivery of the contract and risks. Quarterly Monitoring reports are compiled for the Thematic Boards to identify any issues with delivery, perceived or actual risks to the project, any

corrective action and any change requests (for example, a reduction in grant or an extension to the timescale for delivering key milestones). Any risks to the delivery of the SEP Programme are reported to, and considered by, the Chairs and Vice Chairs of the MCA and LEP respectively.

Annual Reviews by Government

- 4.30 The MCA holds a review meeting with Government each year to discuss delivery of the Devolution Deal and investment of the Gainshare funding. The meeting is an opportunity to identify achievements and successes and any areas for improvement.
- 4.31 In addition, the MCA is required to submit annual reports to individual Government departments on specific devolved funding programmes including AEB and CRSTS to publicly state how the funding is being invested in South Yorkshire and to report on outputs and outcomes to date.
- 4.32 The LEP is reviewed twice a year by Government; a Mid-Year Review and an Annual Performance Review. The review considers the governance arrangements that are in place, strategic approach and performance against profiled expenditure and outputs on funding awarded to the LEP. A representative of the MCA attends the Annual Performance Review meeting, along with the LEP Chair and/or LEP Deputy Chair.

5. Robust and Transparent Decision-Making

- 5.1 In accordance with the Transparency Code and Government guidance on best practice, the Mayor, MCA Board, LEP Board and Thematic Boards act in the interests of South Yorkshire when making investment decisions. All decisions are made via an approved process, free from bias or perception of bias.
- 5.2 To ensure that decision-making is robust and transparent, all meetings of the MCA Board, Audit, Standards and Risk Committee and Overview and Scrutiny Committee are held in public. The MCA also publishes a monthly [Forward Plan of Key Decisions](#) to alert the public to decisions that will be taken, in advance of the decision being made. The decision-making process is detailed below.

Budget Setting and Allocation

- 5.3 The annual Mayoral Budget is developed by the Mayor, alongside the MCA revenue and capital budget. The budgets are presented to the MCA Board in draft form in November and again for final approval each January. The budgets must be agreed in accordance with the Combined Authorities (Finance) Order 2017 and the Constitution.
- 5.4 The budget for the allocation and investment of Gainshare funding for the 2022/23 financial year was agreed by the MCA Board in 2021/22 and was set in accordance with the agreed investment priorities identified and agreed by members in the Covid Renewal Action Plan (RAP). Activities funded with Gainshare are managed and accounted for alongside all funding devolved and awarded to the MCA and LEP.
- 5.5 The MCA, in consultation with the LEP where appropriate, is responsible for setting the annual capital and revenue budgets for any funding allocated to the LEP prior to the start of the financial year.
- 5.6 All approved capital and revenue budgets are published on the MCA website. Budgets are monitored on a quarterly basis with reports submitted to the Boards. Quarterly financial monitoring reports on individual programmes and projects are also submitted.
- 5.7 The South Yorkshire Renewal Fund (SYRF), established in March 2021, brings all MCA funds under a single umbrella. Deployment of the SYRF will be governed by an Investment Strategy which will be completed and approved in 2022. This will set out the principles and conditions of the Fund and confirm the focus and process. Detailed delivery plans identify how budgets will be spent in each of the thematic areas (for example, skills, business growth and housing). The Investment Strategy and delivery plans are informed by information on the performance and health of the South Yorkshire economy, and analysis of economic, social and environmental needs. This ensures that the development of new interventions will address weaknesses and opportunities in the economy. Individual Delivery Plans will identify how budgets will be spent in each of the thematic areas (for example, skills, business growth and housing).
- 5.8 Investment decisions on the allocation and use of the Adult Education Budget (AEB) in South Yorkshire are made with full consideration to the statutory entitlements. Approximately half of the AEB is allocated to the delivery of the following statutory entitlements:

- English and Maths, up to and including Level 2, for individuals aged 19 and over, who have not previously attained a GCSE grade A* to C or grade 4, or higher, and/or;
- First full qualification at Level 2 for individuals aged 19 to 23, and/or;
- First full qualification at Level 3 for individuals aged 19-23.

- 5.9 The remainder of the AEB is allocated to non-statutory training and is procured through an open, commissioning process.
- 5.10 The MCA Board is the final decision-making body for AEB funding awards.

Commissioning and Open Calls

- 5.11 In accordance with the agreed policy, programme and project applications for funding usually originate from three sources:
- **A Thematic Board** – the Thematic Boards will proactively identify potential projects which satisfy the policy objectives of the SEP and thematic Delivery Plan. These are subject to funding being available.
 - **MCA Executive Team** – the MCA Executive Team, in discussion with partners and stakeholders, may identify a need for a programme or project that either meets the policy objectives and strategic outcomes of the SEP or other strategies which will respond to an economic shock. These details may be held within an agreed Commissioning Framework or Delivery Plan.
 - **Via a targeted Open Call for Project Applications** – open calls inviting applicants to bid for funding or propose a project are published on the MCA website. Calls have a specific focus, such as delivering an investment priority or targets in the SEP. Project applicants will then submit a response or bid.
- 5.12 Commissioning for AEB delivery first took place between December 2020 and June 2021. The MCA took a dual approach to commissioning, including funding for South Yorkshire based providers who had received grants prior to devolution, and targeted procured provision. Commissioning for the 2022-23 academic year is expected to start in January 2022. All AEB training providers are required to submit a Delivery Plan for approval as part of the commissioning process.
- 5.13 The procurement process for AEB delivery follows established rules and best practice for procurement including the latest HM Treasury Green Book and AEB funding and appraisal guidance and will seek best value for money.

The Appraisal Process

- 5.14 All schemes seeking investment undergo a proportionate process and appraisal to assess the merits of the application, its strategic fit and value for money.
- 5.15 Each project and application for funding is assessed on its own merit, including where there are potentially competing applications for funding.

- 5.16 For transport schemes, central case assessments must be based on forecasts which are consistent with the definitive version of NTEM (DfT's planning dataset). This requirement does not stop MCAs and LEPs considering alternative planning assumptions as sensitivity tests and considering the results of these in coming to a decision about whether to approve a scheme.
- 5.17 The steps involved in the appraisal process are detailed and illustrated in Figure 7. The MCA can occasionally agree a bespoke process for project development and assurance which may omit some of the stages shown below if circumstances demand this. This will be in situations where for example, a national funding allocation demands such changes to meet the eligibility criteria or where urgency is needed to address strategic issues. The MCA may also enable urgent investment propositions that present exceptional opportunities to be developed, progressed and expedited through the assurance process. In such circumstances, the MCA will agree a revised process and will ensure that it complies with the requirement on publishing key decisions at least 28 days before the decision is made.
- 5.18 In any cases where there is a departure from the full process, the MCA will agree a revised process based on the existing stages laid out in this document and MCA Statutory Officers will confirm the assurance route based on an assessment of risk, complexity, value for money, uniqueness and funding availability. This will always be in line with HM Treasury advice and best practice.

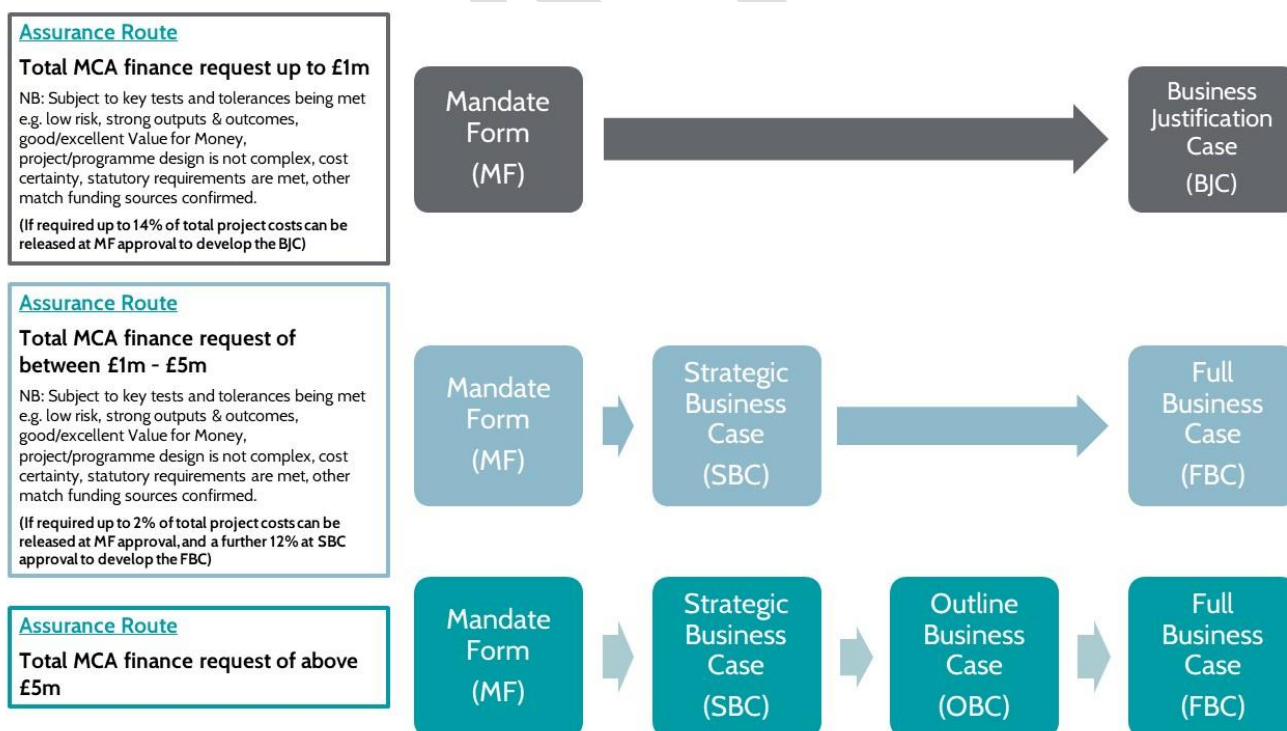
Figure 7: Business Case Development, Appraisal and Approval Process

SYMCA Assurance Process	STAGE 1	STAGE 2	STAGE 3		STAGE 4
	Mandate Form	Strategic Business Case (SBC)	Outline Business Case (OBC) * Total value of more than £1m or high risk	Business Justification Case (BJC) * Total value of less than £1m & low risk	Full Business Case (FBC)
DEVELOPMENT	<ul style="list-style-type: none"> Project/programme idea developed by applicant (must be aligned to MCA Policy Objectives) MCA funding cost range identified 	<ul style="list-style-type: none"> Applicant advised on SBC development by SYMCA Exec Officer 	<ul style="list-style-type: none"> Applicant advised on OBC development by SYMCA Exec Officer Statutory processes underway 	<ul style="list-style-type: none"> Applicant advised on BJC development by SYMCA Exec Officer Statutory processes completed 	<ul style="list-style-type: none"> Applicant advised on FBC development by SYMCA Exec Officer Statutory processes completed
TECHNICAL ANALYSIS	Not applicable at this stage	<ul style="list-style-type: none"> HM Treasury 5 Dimensions Testing Tools (wider VfM basket) 	<ul style="list-style-type: none"> HM Treasury 5 Dimensions TT+ Modelling & TAG (transport) 	<ul style="list-style-type: none"> HM Treasury 5 Dimensions TT+ Modelling & TAG (transport) 	<ul style="list-style-type: none"> HM Treasury 5 Dimensions TT+ Modelling & TAG (transport)
SIGN-OFF	<ul style="list-style-type: none"> By applicant's Senior Officer By relevant SYMCA Director 	<ul style="list-style-type: none"> By applicant's Senior Officer By relevant MCA Director 	<ul style="list-style-type: none"> By applicant's Senior Officer By relevant MCA Director 	<ul style="list-style-type: none"> By applicant's Senior Officer By relevant MCA Director 	<ul style="list-style-type: none"> By applicant's Senior Officer By relevant MCA Director
MCA ASSURANCE & CHECKS	<ul style="list-style-type: none"> Project/programme compliant with SYMCA Policy Objectives and meets entry criteria Mandate signed by applicant's Senior Officer & MCA Director Project/programme cost range can be accommodated within budget Mandate presented to Management Board MCA Director reports to relevant Board with recommendation (reject/defer/ accept onto the Pipeline) 	<ul style="list-style-type: none"> Suitable options assessment completed Technical analysis completed Signed by applicant's Senior Officer & MCA Director Development costs identified Assurance checks completed Assurance Panel reviews appraisal, advises on next stage (OBC or BJC, depending on assessment of risk) & makes recommendation to Thematic Board (defer/endorse/approve) 	<ul style="list-style-type: none"> 75% cost certainty reached Statutory processes are underway Technical analysis completed Signed by applicant's Senior Officer & MCA Director Assurance checks completed VfM Statement produced Assurance Panel reviews appraisal & makes recommendation to Thematic Board (defer/endorse/approve) 	<ul style="list-style-type: none"> 95% cost certainty reached Statutory processes completed Technical analysis completed Signed by applicant's Senior Officer & MCA Director Assurance checks completed VfM Statement finalised Assurance Panel reviews the appraisal & makes recommendation to Thematic Board (defer/fully approve) 	<ul style="list-style-type: none"> 95% cost certainty reached Technical analysis completed Signed by applicant's Senior Officer & MCA Director Value for Money (VfM) Statement finalised Assurance checks completed Assurance Panel reviews the appraisal & makes recommendation to Thematic Board (defer/endorse/fully approve)
DECISION	<ul style="list-style-type: none"> Thematic Board – reject/defer/accept onto pipeline MCA Board (if more than £2m) – reject/defer/accept onto Pipeline 	<ul style="list-style-type: none"> Thematic Board – defer/endorse/approve MCA Board (if more than £2m) – defer/approve 	<ul style="list-style-type: none"> Thematic Board – defer/endorse/approve MCA Board (if more than £2m) – defer/approve 	<ul style="list-style-type: none"> Thematic Board – defer/fully approve 	<ul style="list-style-type: none"> Thematic Board – defer/endorse/fully approve MCA Board (if more than £2m) – defer/fully approve
PROGRESS TO NEXT STAGE	Accepted onto Pipeline, up to 2% of estimated total project costs released (if required)	Up to 2% of estimated total project costs released	OBC published on MCA website, up to 10% of estimated total project costs released	BJC & VfM Statement published on MCA website, contract awarded	FBC & VfM Statement published on MCA website, contract awarded

Stage 1 Submission: Mandate For Pipeline Entry

- 5.19 A Mandate Form is used to capture the essence of prospects to allow for suitable consideration before an investment idea or concept to enter the MCA programme investment pipeline. It sets out the rationale for the programme or project, its alignment and contribution to the MCA's policy objectives and the SEP, its outcomes and the estimated cost. This acts as a filter and an early check on the expectations of all parties.
- 5.20 The Mandate Form is assessed by the relevant Director at the MCA, and, provided that alignment with the MCA's strategic objectives and investment priorities can be proven, it will be presented to the MCA's Management Board. If endorsed, the relevant Thematic Board will consider the recommendation to accept the proposal onto the programme pipeline. The MCA will then have the opportunity to make a formal and binding decision to accept, defer or reject it.
- 5.21 The MCA Assurance Panel will recommend the most appropriate next steps for all projects and programmes once they enter the pipeline. The recommendation will depend on the nature, scale, risk and complexity of the proposal. Ordinarily, if the project/programme is seeking up to £1m finance from the MCA, the next step will be for a Business Justification Case to be prepared. For all other prospects seeking more than £1m from the MCA, the next step will be to prepare a Strategic Business Case, as detailed in figure 8 below.

Figure 8: Assurance Route



- 5.22 Furthermore, once in the Pipeline, projects may be supported with their development costs to reduce risk and improve quality and timeliness. A proportion of total project costs may be released at key gateways.

- a. Gateway Zero – at Mandate Approval – up to 2% of estimated total project costs can be released if required, to assess the feasibility of the project or to develop the Strategic Business Case. Projects/programmes seeking up to £1m finance from the MCA which meet key tests and tolerances may receive up to 14% of total project costs at Mandate Approval.
- b. Gateway One – at Strategic Business Case Approval – up to 2% of estimated total project costs can be released if required, to develop the Outline Business Case or to support any statutory processes or impact assessments. Projects/programmes seeking between £1m and £5m finance from the MCA which meet key tests and tolerances may receive up to 12% of total project costs at Strategic Business Case Approval.
- c. Gateway Two – at Outline Business Case Approval – up to 10% of estimated total project costs can be released if required to develop the Full Business Case or to complete any statutory processes.

The MCA may consider releasing more than 14% of the total estimated project costs to fund project development or feasibility studies, or impact assessments, however this will be by exception on a case-by-case basis and project applicants would be required to justify why additional development funding is required.

- 5.23 Full Business Case approval is Gateway Three, and no development funding should be required at this stage. Development funding awarded is entirely subject to clawback at the discretion of the MCA Board if the conditions agreed at the time of approval are not met.

Stage 2 Submission: Strategic Business Case

- 5.24 The purpose of the Strategic Business Case (SBC) is to establish the case for change and should provide a first detailed (albeit high level) view of the 'how, what and when' the project will deliver. It is important that an SBC can demonstrate its alignment with the SEP and other strategies. The SBC requests the following information from the applicant:
- Project objectives and the rationale for investment;
 - Project outputs and outcomes against the SEP;
 - High level timescales;
 - High level cost estimate of project (a range will suffice at this stage);
 - Initial estimate of funding required;
 - Project sponsor; and
 - Identifying risks, initial options analysis and the preferred way forward.

Stage 2 Appraisal: Strategic Business Case

- 5.25 The SBC is assessed in line with the five-dimension model in the HM Treasury Green Book and appraisal guidance published by individual Government departments, and is therefore appraised against the following criteria:
- **Strategic Dimension** – contribution to strategic objectives and national policy objectives;

- **Economic Dimension** – impact on local and national growth, likely BCR category, the social, distributional and environmental impacts, and an assessment of the value the project adds;
- **Financial Dimension** – cost estimate and sources of funding e.g. identified scheme promoter, private sector and other contributions;
- **Commercial Dimension** – proven marketplace for the project, certainty in outcomes, procurement processes and commercial viability, consideration of social value; and
- **Management Dimension** – demonstration that the project is capable of being delivered successfully, including Delivery Plans, statutory processes, programme, risk management (with appropriate mitigation plans), State Aid and benefit realisation.

5.26 The biggest emphasis at this stage is on the Strategic Dimension and to an extent the Economic Dimension. It is at this stage that a decision is made regarding the strategic fit of the proposed intervention's objectives, outcomes, impact and benefits relative to the SEP. This needs to be proven and agreed at this stage. An early assessment of the potential value for money offered by the preferred way forward, relative to the current situation and the do minimum option, is also made at this stage.

5.27 To assess complex, transport or land related schemes, a series of approved and bespoke testing tools and models may be used (such as FLUTE 18, SCRTM1) to better understand the potential outcomes and value for money of an application. A proportionate TAG assessment may be undertaken, relative to the size of the project, to consider aspects such as the quality of the built environment.

5.28 The MCA Executive Team assesses the SBC and presents draft conclusions to the Assurance Panel.

Stage 2 Assurance Panel Recommendation: Strategic Business Case

5.29 The Assurance Panel reviews the conclusions presented by the MCA Executive Team and then agrees what recommendations will be made to the appropriate Board; to either progress to Outline Business Case or Business Justification Case, based on the total project value and the assessment of risk, or to defer the SBC for further work.

5.30 Depending on the nature, risk and complexity of the project, and if the project is seeking between £1m and £5m finance from the MCA, the next step may be for a Full Business Case to be prepared. Certain key conditions will also need to be met before this recommendation can be made. These include confirmation of value for money position, completion of any ground investigation and detailed design, satisfying statutory requirements, cost certainty and confirmation of other financial and management arrangements. For all other prospects seeking more than £5m from the MCA, the next step will be to prepare an Outline Business Case.

Stage 3 Submission: Outline Business Case and/or Business Justification Case

5.31 The aim of an Outline Business Case (OBC) or Business Justification Case (BJC) is to:

- Identify the investment option which optimises value for money;
- Prepare a scheme for procurement
- Ensure that statutory processes are undertaken; and

- Put in place the necessary finance and management arrangements for the successful delivery of the scheme.

For BJC's the following also applies:

- Identify the procurement opportunity which offers optimum value for money;
- Agree the commercial and contractual arrangements for the successful delivery; and
- Put in place the detailed management arrangements for successful delivery

Once an OBC or BJC has been developed, there will be a clear understanding of the project plan, project management and governance arrangements, benefits realisation and risk management arrangements. Project assurance and post-project evaluation details will be fully worked-up. In regards to the BJC, there will also be 95% cost certainty and any statutory processes will have been completed.

- 5.32 The OBC and FBC build on the foundations of the Strategic Business Case in that they provide considerably more detail on each of the five dimensions outlined in the latest HM Treasury Green Book guidance. The MCA Executive Team will provide guidance to project applicants and scheme promoters to assist them in developing an OBC and FBC, including DfT business case guidance for transport projects.
- 5.33 The five dimensions help to ensure that all impacts of a project (monetised and non-monetised) are presented in the OBC and FBC for consideration. The OBC and FBC templates and guidance set out the basis for capturing impacts, including Optimism Bias. The Optimism Bias for transport projects is calculated in accordance with the DfT's Value for Money Advice Note for Local Transport Decision Makers.
- 5.34 It is essential that project applicants and scheme promoters agree the scope of costs and benefits before any substantive business case development is undertaken.
- 5.35 Project applicants and scheme promoters must also ensure that the commercial, financial and management arrangements are appropriate for effective delivery.
- 5.36 For all transport projects a summary of the OBC is published on the MCA's and applicant's websites to allow members of the public to comment. All comments received must be considered and reflected in the next stage of the application process. For all other projects, a summary of the BJC or OBC (whichever is applicable) must be published prior to submission to the MCA, and all comments received must be considered and reflected in the final submission.
- 5.37 A fully developed OBC will have determined the preferred option, potential value for money, ascertained affordability and funding requirements and be preparing the potential deal which enables successful delivery.

Stage 3 Appraisal: Outline Business Case and/or Business Justification Case

- 5.38 An independent assessment is undertaken of all OBCs and BJs to quality assure and scrutinise the project as well as undertaking all necessary due diligence checks. Any comments received via the MCA website on the published business case are considered.
- 5.39 When technical expertise or specialist advice is required to appraise the project, the MCA Executive Team uses experts – the Central Independent Appraisal Team (CIAT) – to assist in appraising the Business Case. The MCA Executive Team ensures there is always a clear distinction and adequate separation between the scheme promoters and the decision makers.
- 5.40 Transport projects undergo a proportionate TAG compliant appraisal. An Appraisal Scoping Report template is used to assess such schemes, comprising the:
- Level of analytical detail to be applied to approve a scheme against overarching Government transport objectives and the rationale for this;
 - Modelling tools to be applied;
 - Alternative interventions to be considered; and
 - Timescales for business case development.
- 5.41 The MCA Executive Team completes a Value for Money (VfM) Statement and submits the appraisal report and VfM Statement to the Assurance Panel for their assessment. For BJC's the VfM Statement is finalised at this stage.

Stage 3 Assurance Panel Recommendation: Outline Business Case and/or Business Justification Case

- 5.42 The Assurance Panel reviews the technical analysis undertaken by the MCA Executive Team and CIAT (where applicable), including the VfM Statement. The Assurance Panel then agrees what recommendation they will make to the Thematic Board; either to approve the project or defer the project for further work. At this stage it is still possible that an application could be recommended for rejection on the grounds of Poor VfM (determined as having a BCR rating of below 1, along with other indicators also showing poor levels accounting for significant non-monetised impacts and key uncertainties) or presenting significant uncertainty or risk.
- 5.43 The Thematic Board can fully approve the BJC and/or the OBC if it is within their delegated limit, and grant authority to enter into a Funding Agreement. Projects which exceed the delegation are endorsed by the relevant Thematic Board and then submitted to the MCA Board for approval.
- 5.44 Meeting papers for the MCA or relevant Thematic Board are published on the MCA website a week before the meeting, including the project summaries and VfM assessments of applications seeking OBC approval.
- 5.45 At OBC stage, the funding decision of the MCA (or Thematic Board with delegated authority) will be notionally allocated, subject to appropriate conditions being met within an agreed timeframe. All funding decisions are communicated in writing to project applicants.

- 5.46 Following approval of an OBC or BJC, it is necessary that any statutory processes are underway (OBC) or are completed (BJC), to ensure that the project is ready to start following full approval. This could include for example, obtaining planning permission, initiating a Compulsory Purchase Order, or satisfying a number of conditions agreed as part of the OBC. Compliance checks on any conditions of funding specified by the MCA, LEP or Thematic Board are then carried out by the MCA Executive Team, and updated documents on the project including the VfM Statement is published on the MCA website.
- 5.47 For all projects seeking £5m and above from the MCA, the MCA Board can at its discretion provide an in-principle decision at OBC stage, providing that the eventual FBC is within agreed tolerances and thresholds. These tolerances and thresholds will be determined by the MCA Board as part of the in-principle approval on a project by project basis. Ordinarily, the final costs will be expected to be within 1% of the cost estimate given by the applicant at OBC submission. In the event of an in-principle approval, delegation will be given to the MCA's Statutory Officers to enter into a funding agreement providing that the FBC complies with the conditions set.

Stage 4 Submission and Appraisal: Full Business Case

- 5.48 Much of the work involved in producing the FBC focuses on revisiting and updating the conclusions of the OBC and documenting the outcomes of the procurement. The purpose of the FBC is to:
- Identify the procurement opportunity which offers optimum value for money;
 - Agree the commercial and contractual arrangements for the successful delivery; and
 - Put in place the detailed management arrangements for successful delivery.
- Any pre-contract conditions which were put in place as part of the OBC approval should be cleared during the development of an FBC.
- 5.49 The Assurance Panel reviews the technical analysis undertaken by the MCA Executive Team and CIAT (where applicable), including the VfM Statement. The Assurance Panel then agrees what recommendation they will make to the Thematic Board; either to approve the project or defer the project for further work.

Stage 4 Agreement: Full Business Case

- 5.50 Meeting papers for the MCA or relevant Thematic Board are published on the MCA website a week before the meeting, including the project summaries and VfM assessments of applications seeking FBC approval.
- 5.51 The Thematic Board can approve the Full Business Case if it is within their delegated limit. Projects which exceed the delegation are endorsed by the relevant Thematic Board and then submitted to the MCA Board for approval.
- 5.52 At this point, the MCA, or Thematic Board if it is within their delegation limits, will be asked to grant authority to enter into a Funding Agreement once funding approval is given. Updated documents on the project including the VfM Statement are published on the MCA website.

Complaints and Appeals

- 5.53 All applicants for funding are made aware of the recommendations made by the Assurance Panel and the decision of the relevant approving Board, along with the rationale for the recommendations. Complaints can be made if the applicant deems that due process has not been followed.
- 5.54 Decisions made by the Mayor, MCA, LEP and Thematic Boards can be scrutinised by the Overview and Scrutiny Committee. All decisions on funding must follow the appraisal process outlined above to be valid.
- 5.55 If a complaint is made, the MCA Chair and Monitoring Officer will convene an independent committee to review the issue and make a recommendation to the MCA/LEP Board as appropriate.
- 5.56 In any case where it is alleged that the MCA, LEP or Thematic Board is (a) acting in breach of the law, (b) failing to adhere to the process outlined in this Assurance Framework, or (c) failing to safeguard public funds, complaints are directed to the MCA's Monitoring Officer or their deputy. This includes complaints from stakeholders, members of the public or internal whistleblowers.
- 5.57 As the MCA is the accountable body for all funding decisions, the Monitoring Officer will address the allegation following the protocols set out in the [MCA Constitution](#).
- 5.58 If the MCA or LEP cannot resolve the issue to the complainant's satisfaction, and the complaint relates to funding allocated to South Yorkshire, the issue may be passed to the relevant Government department (such as the DLUHC, or the Department for Transport (DfT)).

Conflicts of Interest and Decision-Making

- 5.59 At all stages of decision-making, the national guidance on registering conflicts of interest is adhered to. This includes any interests declared by members of the MCA, LEP and Thematic Boards, the Assurance Panel, and Statutory Officers. This is detailed in the [LEP Declarations of Interest Policy](#).
- 5.60 Each member of the MCA, LEP and Thematic Boards is required to declare their pecuniary and non-pecuniary interests (whether they are a member in their individual capacity or representing an organisation). Members are also responsible for reviewing and updating their register. This includes declaring any gifts or hospitality received. Declarations of interest are also sought and recorded in the minutes of each MCA, LEP and Thematic Board meeting. The [Individual Register of Interest](#) forms and the [Register of Declarations Made at Meetings](#) are regularly updated and published on the MCA website.
- 5.61 Senior members of staff within the MCA Executive Team and Statutory Officers also complete and maintain an Individual Register of Interest and update it when circumstances change. These are also published on the MCA website.

6. Contract Management

- 6.1 Once funding is approved for a project, either for project development costs or full award, contracts are issued and regular communication with the project applicant or scheme promoter is maintained throughout the project's lifetime.

Contracting

- 6.2 A Grant Letter (for project development costs) or Funding Agreement (for full award) between the MCA and project applicant/scheme promoter sets out the conditions relating to the MCA's agreement to fund the project and the responsibilities of the MCA and applicant/scheme promoter in managing, delivering and monitoring the project. A Grant Letter will only be required where projects are drawing down development cost funding ahead of full approval and full award.
- 6.3 The Funding Agreement specifies that grants and loans are capped, and applicants/scheme promoters bear the risk for all overspend on the project beyond the approved amount.
- 6.4 The Funding Agreement also stipulates the expected outputs and outcomes that the project will deliver.

Payment Against Claims

- 6.5 Payment milestones are agreed with the project applicant/scheme promoter at the point of contract. The milestones depend on the complexity, cost and timescales of the project. This forms part of the programme management role of the MCA, which is subject to external audit.
- 6.6 Each grant claim is crosschecked against the approved project baseline information as part of the reporting processes. Prior to payment of grant, evidence checks are conducted on approximately 10% of the claim value. The value of the required checks is determined by the level of risk and project performance to date.

Managing Contract Performance

- 6.7 The MCA Executive Team manages the delivery of the contract and works with the applicant/scheme promoter to monitor the project's progress and risks. Monitoring conditions are set out initially in a grant determination letter from Government for each funding source, so the MCA Executive Team is required to adopt a flexible approach to managing contract performance. This may be dependent on the funding source, value or risk of a particular programme or project.
- 6.8 The MCA Executive Team monitors the delivery of the project, and the progress made in achieving the outputs and outcomes, in line with the Monitoring and Evaluation Framework.
- 6.9 The MCA Executive Team is responsible for immediately addressing any slippages or concerns regarding project delivery and taking corrective action, including updating the Risk Register as necessary.

- 6.10 A change control process is in place to ensure that variations to an approved project are discussed with the project applicant and agreed with the MCA Executive Team. Variations to a project are logged on the project's file and reported to the LEP, MCA and Thematic Boards when appropriate. Minor changes which do not alter the terms of the Funding Agreement can be agreed between the project applicant and MCA Executive Team. The relevant Board is however, notified of any changes that are contrary to the terms of the Funding Agreement, such as changes to a project's income, expenditure or output profile.
- 6.11 Where there is significant underperformance or cause for concern, a project will be referred to the MCA, LEP or Thematic Boards for a decision.

Clawback

- 6.12 The Grant Letter and Funding Agreement include a mechanism for clawback based on an assessment of risk. This ensures that funding is only spent on the specified eligible activity and is linked to the delivery of outputs and outcomes. It also gives the MCA the option of clawing back funds for poor performance or misuse of funds.

7. Measuring Performance and Success

- 7.1 Monitoring and measuring the performance of projects and programmes provides important lessons which are used to improve future decision-making. This increases the likelihood of successful delivery of future projects.

Monitoring and Evaluation Framework

- 7.2 A comprehensive monitoring and evaluation framework is in place which has been designed in accordance with the most recent HM Treasury's Magenta and Green Book principles and other monitoring and evaluation guidance, such as that published by the What Works Centre.
- 7.3 The Monitoring and Evaluation Framework sets out how projects and programmes including devolved funds such as AEB and TCF will be assessed both during their delivery and post-delivery phases, to understand the inputs, outputs and impacts of investment made in South Yorkshire. The framework outlines in detail the processes in place to enable the MCA Executive Team to gather robust feedback on delivery performance and identify the lessons learnt from projects and programmes and any best practice that can be applied to future activity, programmes and policy. The Framework supports the Government's five-yearly Gateway Review process for evaluating investment funds.
- 7.4 The framework sets out several logic models, and identifies the performance metrics and indicators that are used to assess the impact of a project or programme and its contribution to delivering the Devolution Deal, and SEP and RAP objectives and output and outcome targets for economic growth. This includes the specific objectives and targets for devolved funding such as AEB and TCF.
- 7.5 The SEP includes a broad range of economic, social and environmental indicators that new MCA and LEP funded schemes and projects will be measured against. The SEP indicators are also used to regularly track the overall performance and health of the South Yorkshire economy. This quantitative data helps to inform the development of new schemes and interventions to address weaknesses and challenges in the local economy.
- 7.6 The process for monitoring and evaluating project and programme performance is summarised in the sections below.

Monitoring

- 7.7 All project applicants/scheme promoters and AEB delivery partners are required to provide regular financial and delivery information, including progress made in achieving the expected outputs and outcomes, to the MCA Executive Team. Performance Reports are expected quarterly as a minimum, however, reporting frequency is based on the assessment of risk. Where a project or programme is considered high risk, the frequency of formal monitoring increases to monthly. The frequency of reporting on the delivery of outputs and outcomes can reduce to every six months following the completion of works or activity. Again, the frequency is determined by the level of risk.

- 7.8 The applicant/scheme promoter and AEB delivery partner submits quarterly reports to MCA Executive Team. All quarterly reports are signed-off by the Section 73 Officer and LEP Board. This enables the MCA and LEP to fulfil their duties on reporting and accounting for public monies.
- 7.9 Site visits to project applicant/scheme promoters and delivery partners are conducted once per year as a minimum. Site visits may by exception, be conducted more or less frequently based on an assessment of risk.
- 7.10 Project Applicants/scheme promoters and delivery partners are responsible for informing the MCA Executive Team of any changes to the scope, costs and implementation timescales for their project. The MCA Executive Team assesses the impact of any changes on the overall programme, budget and expenditure. Cost increases, financial slippage and significant changes to outputs and outcomes are reported to the appropriate Board where necessary. The MCA does not guarantee that it will meet any cost increases either in full or in part.
- 7.11 The MCA Executive Team presents Performance Reports on project and programme delivery, including AEB, to the MCA, LEP and relevant Thematic Board. This ensures that LEP members are informed of progress on projects and are sighted on any issues that will result in financial slippage or underperformance.
- 7.12 Performance Reports are also submitted to the relevant Government department, specifically DLUHC, the Department for Education and the Department for Transport. The frequency of reporting is determined by the relevant Government department although it usually consists of the submission of quarterly updates to the department and a formal annual report.
- 7.13 Following devolution of the AEB in 2021/22 academic year, the MCA will submit an annual report to Government each January on the delivery of AEB functions from the previous academic year to date including:
- South Yorkshire policies for adult education
 - Expenditure against AEB
 - Data analysis of AEB delivery in South Yorkshire

Evaluation

- 7.14 The frequency and type of evaluation conducted, depends on the contract value, duration and complexity of the project. The level of evaluation required is determined at Outline Business Case stage so that adequate resource can be allocated to fund the cost of evaluation prior to the project's approval. This enables evaluation to be factored into a project and programme's design from the outset.
- 7.15 Pilot projects and major schemes such as AEB, TCF and CRSTS, are subject to more extensive and frequent evaluation; typically, annual interim evaluation and a final evaluation after the project has ended.
- 7.16 As a minimum, all projects are evaluated post-delivery on the project's impact on the South Yorkshire economy, to ascertain whether the project's objectives, outputs and outcomes were achieved, the reasons and results of any under or over performance, and to identify any lessons or recommendations that should be applied to future projects. The evaluation assesses the economic, social and

environmental impact against the core and supplementary key performance indicators listed in the SEP, RAP and the individual Monitoring and Evaluation Plans developed for specific programmes such as TCF, as well as the national key performance indicators for Gainshare, AEB and CRSTS. The MCA's core and supplementary Key Performance Indicators are listed in Appendix C.

- 7.17 The MCA Executive Team procures external and independent evaluation of all MCA and LEP funded programmes and projects, including AEB and TCF through an open and competitive process to evaluate the impact of specific funding streams, significant investments and pilot projects.
- 7.18 Research and evaluation consultants are invited to apply to be part of an Evaluation Panel and deliver independent evaluation of projects, schemes and programmes. Experts are contracted based on their subject and thematic expertise and evaluation experience.
- 7.19 The use of external evaluation experts to provide technical expertise and specialist advice on conducting project and programme evaluation, ensures that all evaluation conducted on projects and programmes funded by the MCA and LEP is as objective and impartial as possible.
- 7.20 Project evaluation provides accountability for the investment made. It also provides local evidence on which to base future projects and programmes. The MCA Executive Team reviews the results of the evaluation against the objectives of the project as set out in the business case and Funding Agreement and the most appropriate counterfactual. Evaluation results for all projects are published on the MCA website.
- 7.21 Where there is a variation between a project's objectives and its outcomes, the MCA Executive Team works with the promoter to agree corrective action. If the corrective action is unsuccessful, clawback clauses in the Funding Agreement can be invoked as a final resort and to secure the desired outcomes via alternative measures.
- 7.22 The MCA Executive Team compiles a summary report for the MCA of all projects that have completed during the previous quarter. This report confirms whether the project has delivered against its spending profile and achieved the outputs and objectives in the Funding Agreement. The report also recommends whether each project can be closed.
- 7.23 As part of the annual report to Government on the delivery of AEB functions from the previous academic year to date, the MCA will also provide an update on interim evaluation findings on the impact that AEB has had in South Yorkshire. These findings will be derived from qualitative data such as employer and learner survey responses and quantitative data on the take-up of AEB funded provision in South Yorkshire and improvements in participation, progression and attainment in statutory and non-statutory training.
- 7.24 In addition, other devolved investment funds to Mayoral Combined Authorities are subject to the Government's Gateway Review process to evaluate how Gainshare money has been invested. An independent panel assesses and evaluates the impact of investments on the economy and economic growth every five years. The first Gateway Review for the MCA is expected to take place in 2025.

8. Inclusive and Collaborative Working

- 8.1 The strength and success of the MCA and LEP in South Yorkshire is founded on good governance and partner collaboration. Collaboration and a true partnership approach have been a cornerstone of the MCA and LEP achieving what they have to date. This collaboration is resulting in a focused programme of engagement; designed to accelerate the delivery of the SEP and harness South Yorkshire's latent potential.

The LEP Network

- 8.2 The LEP is an active member of the national LEP Network and is committed to developing and sharing best practice with the LEP Network and its members. The LEP is also committed to learning and embedding the best practice of other LEPs within South Yorkshire.

Collaboration with Other LEPs, Metro Mayors and the Northern Powerhouse

- 8.3 The Mayor, MCA and LEP are committed to working in collaboration with other LEPs, Mayoral Combined Authorities and the Northern Powerhouse to pool knowledge and resource and enhance the effectiveness, transparency, decision-making and leadership in local economic development.
- 8.4 The Mayor, MCA and LEP have achieved the following by working across geographical borders:
- A series of joint lobbying by the Northern Mayors on transport funding including Northern Powerhouse Rail (NPR), the National Rail Plan and Levelling-Up;
 - Led work to support the Metro Mayors (M10) network;
 - Collaborated with Public Health England and the integrated care system on health issues throughout the Covid-19 pandemic;
 - Explored a pilot project on innovation with peer MCAs including the West Midlands;
 - Collaborated with Transport for the North (TfN) and LEPs across the North of England to inform the development of TfN's Strategic Transport Plan. TfN also contributed to the development of the South Yorkshire Transport Strategy and Integrated Rail Action Plan;
 - Worked in partnership with the Metro Mayors on an Air Quality Summit and joint lobbying to Government for increased powers and funding;
 - Collaborated on Working Win, the health-led employment trial;
 - Led a trade delegation to India in conjunction with NP11 members (the 11 LEP areas in the Northern Powerhouse) and led the NP11's presence and programme at MIPIM 2020; and
 - Shared intelligence on AEB procurement.

Engaging with Other Partners

- 8.5 Regular meetings are held with partners to ensure an open and two-way dialogue on activity being undertaken across South Yorkshire, and to discuss the development of strategies and progress in delivering the SEP priorities and objectives. These meetings take place with business representative

organisations, including the Chambers of Commerce, Federation of Small Business, CBI, Institute of Directors and Make UK, as well as local authority partners and the universities, such as the Business Advisory Group meetings.

8.6 A programme of engagement events is also held with partners across South Yorkshire. Typically, these events are thematic based, and are used to obtain input and feedback from partners to inform South Yorkshire's policies, strategies and project formulation. These engagement events are advertised on the MCA website and social media channels and through partners such as the business representative organisations.

8.7 Examples of collaboration with partners and agencies have included:

- Establishing a series of boards with key stakeholders and partners from the public, private and voluntary and community sectors to inform policy direction in South Yorkshire, including the Music Board, Innovation Board, Art and Culture and Public Health;
- Establishing a Policy Advisory Group to share and pool economic evidence and data to inform the development of the new SEP;
- Establishing a Local Resilience Forum to collaborate on the response to the COVID-19 pandemic;
- Development of a Renewal Action Plan to direct investment towards economic recovery and growth;
- Having representation on the Northern Powerhouse Investment Fund Board;
- Playing an active role in the north of England Growth Hub network, which is designed to share best practice;
- Playing an active part of the national network established for the devolution of the Adult Education Budget (AEB). The LEP has led the work around data analysis/labour market intelligence and the contractual arrangements for the operation of the AEB in a devolved model; and
- Developing a strong working relationship with Department for International Trade (DIT) on the Northern Powerhouse agenda, including trade missions and having three exciting investment propositions showcased through the Northern Powerhouse Investment portfolio/pitchbook.

8.8 Local and national partners have been, and will continue to be, fully engaged throughout the development phase of AEB devolution. A Skills Advisory Network brings together employers representatives, local authority and further education providers with other partners from South Yorkshire. The Network assists in the identification of skills priorities across South Yorkshire and feeds into the processes of setting the priorities for AEB commissioning, and the development of a Regional Skills Strategy.

Engaging with the Public

8.9 The MCA publishes a plan on key decisions that will be taken at least 28 days before the decision is due to be made. The [Forward Plan of Key Decisions](#) includes decisions that have a financial implication (such as projects that are seeking investment from the MCA and LEP, new programmes or schemes that would be delivered across South Yorkshire, or new strategies) and non-financial decisions which impact on two or more local authority areas. The plan is refreshed and published on the MCA website every month and it enables members of the public to view information on decisions before they are made so that they can comment on them.

- 8.10 The plan provides brief information on the project, programme or strategy, the date the decision will be taken, the lead officer's contact details and information on how to access any relevant reports (subject to restrictions on their disclosure).
- 8.11 In addition to publishing information on potential investment decisions in the Forward Plan of Key Decisions, the VfM Statement and business case for each project is published and publicised on the MCA website at every stage of the appraisal process. This enables members of the public and stakeholders to comment on proposed projects before funding decisions are made. All comments received are considered by the Assurance Panel in deciding whether to recommend a project for approval, deferment or rejection, and are made available to the MCA, LEP and Thematic Boards.
- 8.12 The MCA website also explains how members of the public can request information as well as providing feedback and submitting questions for MCA meetings.
- 8.13 The LEP holds an Annual General Meeting (AGM) each year which is open to the public and publicised through the MCA's website and social media networks and press.
- 8.14 The MCA holds its AGM in June each year.

Formal and Public Consultation

- 8.15 In accordance with the MCA's statutory obligations, the MCA Executive Team undertakes a public consultation exercise when revising or developing a new strategic document. The consultation period runs for between 6 and 12 weeks. Information on the consultation is posted on the homepage of the MCA website with a draft document and details of how to submit views, comments and supporting evidence electronically and by post. Information on any scheduled consultation events are also displayed.
- 8.16 Comments and evidence submitted by partners and individuals during the public consultation period are logged, analysed and categorised, with records kept on how the final draft of the strategy has been amended to reflect the comments and evidence received.
- 8.17 In 2020 the public were consulted on the draft Strategic Economic Plan. In 2022 the MCA will publicly consult on Enhanced Partnerships, an agreement between the MCA as the Local Transport Authority and bus operators in South Yorkshire on delivering bus service improvements.

9. Publishing Information

- 9.1 The MCA is subject to the same Transparency Code that applies to local authorities. To deliver the responsibilities under the code, the MCA and LEP has developed a robust, but proportionate, approach to sharing and publishing information so that it is accessible to the public.

Access to Information

- 9.2 The MCA Constitution includes a publication scheme which sets out how and when agendas, minutes, papers and other documents produced by the MCA, LEP and MCA Executive Team will be made available to the public. It also sets out any exceptions to publishing information, such as not disclosing information that is prohibited by law or which is exempt under the Local Government Act 1972 Schedule 12A or Freedom of Information Act 2000.
- 9.3 The [Publication Scheme](#), which applies to both the Local Enterprise Partnership (LEP) and MCA, is published on the MCA website. MCA, LEP and Thematic Board papers clearly state whether the paper will be published under the Publication Scheme and whether any exemptions apply.
- 9.4 The MCA is subject to the Local Government Act 1972, Freedom of Information Act 2000, Data Protection Acts of 1998 and 2018, the General Data Protection Regulations (GDPR) and the Environmental Impact Regulations 2004. As Accountable Body, the MCA fulfils these functions on behalf of the LEP.
- 9.5 The public are made aware of their right to access information through the MCA website. Requests for information are dealt with in accordance with the relevant legislation and information is not unreasonably withheld. The MCA Executive Team elects to publish more information on activities and decisions than is stipulated in Government guidance, so that Freedom of Information requests are less necessary.
- 9.6 All data supplied to the MCA, LEP and MCA Executive Team, including personal, financial, confidential and sensitive information is processed and handled in line with data protection legislation. Personal information is stored securely to maintain privacy. This process is detailed in the [Privacy Policy](#).

MCA Website

- 9.7 Core information regarding activity being undertaken by the MCA, LEP and Mayor is available on the MCA website.
- 9.8 The MCA website is structured into the following sections:
- **Investors** – this section is targeted at potential inward investors and contains information on the portfolio of land available for investment in South Yorkshire;
 - **Business** – this section is aimed primarily at indigenous businesses and explains the schemes and initiatives available to support businesses to start-up, thrive and grow, including the Growth Hub;

- **Governance** – this is a dedicated section on how the MCA and LEP function, including sub-sections on the Board structure and Board membership (Who We Are), LEP and MCA policies, procedures, processes, decision-making and expenditure (How We Make Decisions), agendas and papers for meetings of the different Boards (Meetings), statutory notices on the Mayoral Election (Democracy and Elections) and the LEP Board Recruitment process and vacancies;
- **What We Do** – this section provides information on the SEP, thematic priorities, public consultations on draft strategies, mini-portfolios on LEP funded projects and initiatives and a resources library of key documents and policies; and
- **Mayor** – this section contains information on the elected Mayor including the Mayor’s role, powers, priorities and plans.

Meeting Papers

- 9.9 The schedule of MCA Board, LEP Board, Audit, Standards and Risk Committee and Overview and Scrutiny Committee meetings for the year ahead are published on the MCA website.
- 9.10 The notice of the meeting, the agenda and accompanying papers are published five clear working days in advance of the meeting. Where papers contain commercially sensitive information or are subject to one of the exemptions under the Local Government Act 1972 Schedule 12A or Freedom of Information Act 2000, they are not published and are categorised as a private item. Decisions on whether individual agenda items are private items are made by the LEP Chair in consultation with the Head of Paid Service and Monitoring Officer using existing local authority regulations.
- 9.11 Draft minutes of meetings are published no more than ten working days after the meetings on the MCA website. All MCA minutes are signed at the same or next suitable meeting of the Authority and published within ten clear working days.

Notice of Decisions

- 9.12 As stated in previous sections, the MCA publishes a Forward Plan of Key Decisions that will be taken by the MCA, LEP or Thematic Boards at least 28 days before the decision is made to enable members of the public to view and comment on them.
- 9.13 Details of all project approvals made by the MCA, LEP and Thematic Boards are recorded in the Minutes of the meetings. In addition, the MCA Executive Team maintains and publishes a [Grants and Contracts Register](#) on the MCA website which provides details of all contracts and agreements signed, a brief summary of the project, and the value of the contract.
- 9.14 A Delegated Authority Report for decisions taken by each Thematic Board is produced for the MCA which documents all decisions that the Board has taken, including any approval they have given to projects within their delegated authority limit (up to £2 million) and any endorsement, deferment or rejection of projects that exceed their delegation. Delegated Authority Reports is a standing agenda item for discussion at each MCA meeting and they are published in the meeting paper pack on the MCA website.

Information on Board Members

- 9.15 The following information on LEP and MCA Board Members is published on the MCA website:
- Biography – including name, job title, organisation represented, membership of Committees and any lead roles;
 - Individual Register of Interests;
 - Declarations at Meetings;
 - Attendance Record;
 - Gifts and Hospitality Record; and
 - Term of Office
- 9.16 LEP Board members are not remunerated. Members are entitled to claim back travel and subsistence costs incurred whilst undertaking duties and responsibilities on behalf of the LEP. The MCA Executive Team publishes details of all expenses and subsistence claimed by LEP Board Members and authorised by the Head of Paid Service in [Quarterly Expenses Reports](#).
- 9.17 The MCA Executive Team also publishes any gifts or hospitality accepted and received by LEP Board members with a notional or actual value that exceeds £50. Gifts and hospitality are recorded in each LEP Board Members' Individual Register of Interest.

Financial Information

- 9.18 A range of budgetary and financial information is published on the MCA website so that it is transparent and accessible to the public.
- 9.19 MCA, Mayoral and LEP budgets are set prior to the start of the financial year within the Budget and Policy Framework. As the Accountable Body, the MCA is responsible for setting and approving the annual budgets for the organisations within the MCA governance structure. This includes approving the transport revenue budget for transport operations in South Yorkshire and setting the transport levy.
- 9.20 The MCA is also responsible for agreeing an annual programme of capital expenditure, together with proposals for the financing of that programme. This includes projects promoted and projects directly managed by the MCA.
- 9.21 Quarterly updates on the performance of the LEP capital and revenue programmes are provided to the MCA and LEP Boards and these are published in meeting papers.
- 9.22 As stated previously in this section, funding decisions are also published on the MCA website in the [Grants and Contracts Register](#). Payments to general suppliers that have a value of more than £250 are published every month in the [Payments Made to Suppliers](#) register.
- 9.23 The LEP's finalised capital and revenue income and expenditure is published every year as part of the [Group Accounts](#). The draft accounts are considered by the MCA and LEP Boards in June/July each year. The finalised accounts which include the [Annual Governance Statement](#), are published alongside the [Independent Audit Certificate](#) for the financial year.
- 9.24 The roles and salary bands of all staff employed in the MCA Executive Team which exceed £50,000 per annum are also published on the MCA website.

Procurement and Funding Opportunities

- 9.25 The MCA Executive Team publishes calls for projects on a regular basis on the MCA website and social media feeds. The application templates and guidance documents for each commissioning call are available via the MCA website. Calls for ESIF funded activity are also advertised on the www.gov.uk website.
- 9.26 An open and competitive procurement process is in operation. When undertaking any procurement, all Boards, officers and staff must comply with the Contract Procurement Rules. Opportunities to supply goods and services are advertised on the YORtender website with a link from the MCA website.
- 9.27 Information on how businesses can access advice and support services, including applying for grant-funded programmes, is advertised in the [Business](#) section of the MCA website.

Branding

- 9.28 In accordance with branding guidance on awarded and devolved funding, the MCA Executive Team ensures that the correct logos and wording are displayed in all promotional materials for MCA and LEP funded projects and programmes. Promotional materials include the MCA website, websites of project applicants/scheme promoters, signage, social media posts, press notices and marketing literature.

LEP Delivery Plan

- 9.29 The LEP publishes an [Annual Delivery Plan and End of Year report](#) in May each year.
- 9.30 The Annual Delivery Plan outlines the LEP's priorities and planned activities for the coming year including developmental work and any public consultation that is expected to take place.
- 9.31 The End of Year report provides an assessment of the LEP's activity and achievements against the Annual Delivery Plan and an assessment of how the South Yorkshire economy has changed over the course of the year. This sets the baseline economic position to measure future performance against.

Glossary of Terms

AEB	Adult Education Budget
AGM	Annual General Meeting
BCR	Benefit Cost Ratio
BEIS	Department for Business, Energy and Industrial Strategy
BF	Brownfield Fund
BJC	Business Justification Case
BMBC	Barnsley Metropolitan Borough Council
CIAT	Central Independent Appraisal Team
CRF	Community Renewal Fund
CRSTS	City Region Sustainable Transport Settlement
D2N2	Derby, Derbyshire, Nottingham and Nottinghamshire Local Enterprise Partnership
DfE	Department for Education
DfT	Department for Transport
DLUHC	Department for Levelling Up, Housing and, Communities
DIT	Department for International Trade
DMBC	Doncaster Metropolitan Borough Council
FBC	Full Business Case
FLUTE	Forecasting the interactions of Land-Use, Transport and Economy
GBF	Getting Building Fund
LEP	Local Enterprise Partnership
LGF	Local Growth Fund
LTA	Local Transport Authority
MCA	Mayoral Combined Authority
OBC	Outline Business Case
R&D	Research and Development
RMBC	Rotherham Metropolitan Borough Council
SBC	Strategic Business Case
SCC	Sheffield City Council
SCR	Sheffield City Region
SCRTM1	Sheffield City Region Transport Model 1
Section 73	Equivalent to a Section 151 Officer
SEP	Strategic Economic Plan
SYMCA	South Yorkshire Mayoral Combined Authority
SYPTTE	South Yorkshire Passenger Transport Executive
TAG	Transport Appraisal Guide (formerly known as WebTAG)
TCF	Transforming Cities Fund
UKSPF	UK Shared Prosperity Fund

Appendix A: Summary of LEP Policies

The South Yorkshire MCA and LEP are strongly committed to putting in place robust decision-making and financial management policies and procedures to ensure that public money is being spent responsibly and is accounted for.

Each year, the suite of LEP policies are reviewed and refined in an effort to continually improve governance and accountability. The LEP's policies are listed below and published on the MCA website at <https://sheffieldcityregion.org.uk/about-us-governance-policy/how-we-make-decisions-2/>.

LEP Terms of Reference

The [LEP Terms of Reference](#) outlines the role and aims of the LEP Board and the duties of LEP Board members. It also details the LEP's Board member recruitment and appointment process, the roles of the Chair and Deputy Chair, and the decision-making process.

LEP Board Recruitment

The [LEP Board Appointment Process](#) explains how vacancies on the LEP Board will be openly advertised, and how Board appointments will be made by a LEP Appointments Panel in a transparent, competitive and non-discriminatory way.

Equality and Diversity

The LEP's commitment and approach to ensuring equality and diversity is detailed in the [LEP Diversity Policy](#). The policy covers recruitment and selection and all engagement with individuals and organisations. The policy also outlines the LEP Board's commitment to nominating a LEP Board member to act as Diversity Champion. The policy applies to LEP Board members, the MCA Executive Team and any Thematic Board members.

Code of Conduct

All LEP Board members proactively sign-up to the [LEP Code of Conduct](#) when they are appointed to the Board, as a condition of their appointment. The Code of Conduct explicitly requires LEP Board members to conform with the Seven Principles of Public Life (Nolan principles) – selflessness, integrity, objectivity, accountability, openness, honesty and leadership. MCA Executive Team staff are required to sign the employee's Code of Conduct as a condition of their employment which requires them to carry out their duties in accordance with the Nolan principles.

Remuneration and Expenses

LEP Board members are not remunerated. Members are entitled to claim back travel and subsistence costs incurred whilst undertaking duties and responsibilities on behalf of the LEP. The [LEP Expenses Policy](#) explains the requirement for travel and subsistence to be pre-approved by the Head of Paid Service prior to being incurred and the process for claiming expenses.

Gifts and Hospitality

LEP Board members are required to notify the Head of Paid Service in writing of all offers of hospitality and gifts received with a value of more than £50. The [LEP Gifts and Hospitality Policy](#) aligns with Local Authority systems and standards on accepting and declaring gifts. The policy also applies to the MCA Executive Team and any Sub-groups involved in advising on or making decisions.

Conflicts of Interest

The [LEP Declarations of Interest Policy](#) requires all LEP Board members and senior officers to complete and maintain an up to date Register of Declarations to avoid any conflicts of interest when advising on, or making decisions.

Whistleblowing

The [LEP Whistleblowing Policy](#) provides information on how concerns about the LEP, LEP Board members and the MCA Executive Team should be raised, how the concerns will be handled and how concerns will be dealt with sensitively and in confidence.

Complaints

The [LEP Confidential Complaints Policy](#) explains how complaints about the LEP, LEP Board members and the MCA Executive Team should be submitted and how complaints will be dealt with and responded to.

Data Management

The Privacy Policy explains how and why information provided by service users and members of the public is collected and used. This includes data that is provided to the MCA Executive Team via the MCA website, information provided to funded services and projects (e.g. Growth Hub, Skills Bank, Working Win) and data provided over the telephone. The policy ensures that the LEP and MCA Executive Team will only process data in a legally compliant way, and that personal information will be handled in confidence and stored securely to maintain privacy.

Appendix B: Joint Statement from LEP and MCA

This Memorandum of Understanding (MoU) sets out the respective roles and responsibilities of the South Yorkshire Mayoral Combined Authority (MCA) and the Local Enterprise Partnership (LEP). It has been produced to provide clarity on how decisions on public funds are made within South Yorkshire.

Roles

The MCA is the legal and Accountable Body for funding devolved by Government to the MCA and LEP, including the Growth Deal. The MCA is also the Local Transport Authority for South Yorkshire.

The LEP is a voluntary business-led partnership which drives economic growth and advises how LEP funding should be invested in developing and growing the South Yorkshire economy.

The Mayor is directly elected by the electorate in South Yorkshire to lead the region and to promote it as a place to live, work and invest in. The Mayor is Chair of the MCA and is a member of the LEP Board.

Responsibilities

The Mayoral Combined Authority is required to:

- Approve all annual capital and revenue budgets prior to the start of the financial year;
- Accept proposed projects onto the programme pipeline;
- Ensure that decisions on proposed projects are aligned with the objectives of the SEP and RAP;
- Test the value for money of proposed projects;
- Ensure that the legal duties of the MCA as the LEP's Accountable Body, operate in a responsible and transparent manner; and
- Inform the LEP of any operational decisions made.

The Local Enterprise Partnership is required to:

- Produce and publish the Strategic Economic Plan (SEP);
- Support the Mayor in producing the Local Industrial Strategy;
- Advise the MCA on decisions of how any capital and revenue budgets allocated to the LEP are prioritised and spent; and
- Oversee the delivery of any LEP funded programmes and projects.

Operating Practices and Policies

The MCA and LEP will be served by a central team of impartial staff (the MCA Executive Team) who will provide advice and report on financial information and programme delivery to both the MCA and LEP Boards.

The MCA and LEP agree to conform with the Seven Principles of Public Life (Nolan principles) – selflessness, integrity, objectivity, accountability, openness, honesty and leadership.

The MCA and LEP are opposed to all forms of unlawful, unfair and inappropriate discrimination, and commit to provide equality and fairness to all those who wish to work with them and to not act less favourably on the grounds of any protected characteristic.

Amendments

This MoU can be amended at any time with agreement of both the MCA and LEP.

The Mayoral Combined Authority and Local Enterprise Partnership affirm to know, understand and agree to this Memorandum of Understanding as negotiated together.

**Signed on Behalf of the South Yorkshire Mayoral
Combined Authority:**

**Signed on Behalf of the South Yorkshire Local
Enterprise Partnership:**

Signature: _____

Signature: _____

Name: Mayor Dan Jarvis MP MBE

Name: Lucy Nickson

Position: South Yorkshire Mayor and Chair of
the Mayoral Combined Authority

Position: Interim LEP Chair

Date: _____

Date: _____

Appendix C: Key Performance Indicators

The core and supplementary key performance indicators that the MCA assesses funding applications and monitors programme, project and economic performance against are detailed below:

Stronger

Performance Management						Reporting			
Core Indicator	Outcome	Data Source	2027 Target	2040 Target	Gap	Approach	Reviewer	Frequency	Director Responsible
Productivity per hour worked	A higher productivity workforce	Labour productivity measured in GVA per employee. Annual Population Survey		Increase productivity rate in South Yorkshire by £6.80 per hour (24%) to match the UK average	South Yorkshire: £28.3 UK: £35.2 GAP: £6.8 per hour	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Director Business and Skills
High growth businesses	A larger proportion of high growth businesses.	Business Demography Table 7.1		Increase proportion of high growth businesses in South Yorkshire by 25 (0.5%)	South Yorkshire: 3.9% Range: Barnsley (3.3%) – S/R (4.0%) UK: 4.3%	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Director Business and Skills
Business density	A higher density is economically beneficial in terms of GDP	Nomis UK Business Counts 'Business density (businesses per 10,000 people		Increase the number of businesses in South Yorkshire by 20,600 (42%)	Barnsley (312), Doncaster (363), Rotherham (346), Sheffield (335), England (648)	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Director Business and Skills
Higher-level occupations	Higher proportion of employees in managerial, technical & professional occupations (SOC 1–3)	Nomis		Additional 42,000 (6.3%) 16–64 year olds working in higher level occupations	South Yorkshire: 43.7% GB: 50.0% Gap: 6.3 p.p (equivalent to 40,500)	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Director Business and Skills
Supporting Indicator									

Economic output per worker	The size of our economy relative to our workforce (and population) will increase.	Labour productivity measured in GVA per worker. Annual Population Survey.		Parity with UK average	South Yorkshire: range £42,620-45,434 UK: £56,670	Board Report	LEP / MCA Thematic Boards	Annual	Director Business and Skills
Employment	More working-age people are in employment.	Annual Population Survey		Parity with GB average	South Yorkshire: 70.8% GB: 74.4% Gap: 3.6 p.p. (equivalent to 33,000 people)	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Director Business and Skills
Enterprise birth rate	Higher density and growing business base	Business birth rate. ONS Business Demography data.		Exceed UK average	South Yorkshire: 14% (range 12.6 [Sheffield]-17.1% [Doncaster]) UK: 13%	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Director Business and Skills
Enterprise survival rate	Higher density and growing business base	New business 1-year survival rate. ONS Business Demography data.		Exceed UK average	South Yorkshire: 89.5% SY range: Sheffield (88.3%) – B/R (91.1%), UK (88.3%)	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Director Business and Skills
R&D expenditure	A greater investment in R&D indicates an innovative economy	R&D expenditure as a % of the economy using ONS and Eurostat data		2.4% of GDP by 2027	South Yorkshire: £440m UK: £69,600m	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Director Business and Skills
Digital connectivity	A higher proportion of SY is covered by full fibre.	Gigabit capable		Parity with England average	South Yorkshire: range (9-38%) England: 36%	Board Report	LEP / MCA	Annual	Director of Transport, Housing, Infrastructure & Planning
Urban centres	Consistent or improving levels of footfall in town and city centres.	(Potentially 'Locomizer' commercial data – currently exploring possibilities)		TBC	TBC	Board Report	LEP / MCA	Annual	Director of Transport, Housing, Infrastructure & Planning

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Greener

Performance Management						Reporting			
Core Indicator	Outcome	Data Source	2027 Target	2040 Target	Gap	Approach	Reviewer	Frequency	Director Responsible
Flooding	Flood risk demonstrably reduced overall by xx% compared to 2020 baseline	TBC		17,000 additional homes and businesses protected from flooding	TBC	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Director of Transport, Housing, Infrastructure & Planning
Carbon	Reduce carbon emissions.	UK local authority and regional carbon dioxide emissions national statistics		Reduction of carbon dioxide emissions in each local authority to be equal to or lower than the England average of 4.9/capita	South Yorkshire (range): 3.8 to 6.4/capita England: 4.9/capita	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Director of Transport, Housing, Infrastructure & Planning
Modal shift	Car usage and motor traffic falls, indicating mode share and lower pollution due to transport.	Either using DfT source for miles driven, or more local (SYPTTE) data		Additional 29,000 workers using public transport to commute and 14,000 using active travel modes to commute	TBC - net reduction in line with strategy	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Director of Transport, Housing, Infrastructure & Planning
Supporting Indicator									
Bus patronage	Increase bus patronage	BUS0110 passenger journeys on local bus services per head			South Yorkshire: 20.9 journeys per head England: 27.8 journeys per head	Board Report Programme Dashboard	TEB	Quarterly	Corporate Director of Public Transport

Bus time	More buses on time	Increase in cumulative journey times for an agreed set of frequent services compared to 2017 baseline	-4.0% (BSIP 2025 target)	-4.0%	+0.3% compared to 2017 levels (current)	Board Report Programme Dashboard	TEB	Quarterly	Corporate Director of Public Transport
Reliability	More reliable transport infrastructure	Bus operator data	99.5% (BSIP 2025 target)	99.5%	98.8% (current)	Board Report Programme Dashboard	TEB	Quarterly	Director of Transport, Housing, Infrastructure & Planning
Bus satisfaction	More satisfied users	Transport Focus annual survey	92% (BSIP 2025 target)	92%	89%(current)	Board Report Programme Dashboard	TEB	Quarterly	Corporate Director of Public Transport
Ecosystem services	The value of total ecosystem service flows increases	Natural Capital Solutions report for South Yorkshire (2021)		Increasing value of ecosystem service provision relative to 2021 benchmark	Barnsley (£117m), Doncaster (£131m), Rotherham (£100m) Sheffield (£171m)	Board Report	MCA	Annual	Director of Transport, Housing, Infrastructure & Planning
Commuting mode of travel	More people use public transport and active travel	Census (QS701EW)		TBC	Bicycle (9,395), on foot (63,724)	Board Report Programme Dashboard	MCA	Annual	Director of Transport, Housing, Infrastructure & Planning
Renewable energy generation	Increase	Annual generation (MWh), BEIS		TBC	South Yorkshire (1,174 GWh)	Board Report Programme Dashboard	MCA / LEP Thematic Boards	Annual	Director of Transport, Housing, Infrastructure & Planning
Net Zero Carbon Emissions (Scope 1 and 2) for the region	Reduction	CO2e – ONS		Net Zero	TBC	Board Report Programme Dashboard	MCA / LEP Thematic Boards	Annual	Director of Transport, Housing, Infrastructure & Planning

Air quality	Reduction	Air emissions Nitrous Oxide (N2O) CO2e – ONS		TBC	TBC	Board Report	MCA	Annual	Director of Transport, Housing, Infrastructure & Planning
Carbon intensity	Reduction	per capita and per km2		TBC	TBC	Board Report	MCA	Annual	Director of Transport, Housing, Infrastructure & Planning
Woodland coverage	Increase	% coverage – Natural Capital Mapping		TBC	South Yorkshire (10.6%)	Board Report	MCA	Annual	Director of Transport, Housing, Infrastructure & Planning
Housing stock energy efficiency	All new homes in South Yorkshire are built to Energy Performance Certificate Grade C standard and above	TBC		TBC	TBC	Board Report	MCA / LEP Thematic Boards	Annual	Director of Transport, Housing, Infrastructure & Planning
Active travel	Increase	% using 'active' modes of travel Walking and Cycling Statistics, England – ONS		TBC	TBC	Board Report Programme Dashboard	MCA	Annual	Director of Transport, Housing, Infrastructure & Planning

Fairer

Performance Management						Reporting			
Core Indicator	Outcome	Data Source	2027 Target	2040 Target	Gap	Approach	Reviewer	Frequency	Director Responsible
Economic inactivity	Fewer people are economically inactive	% who are economically inactive - aged 16-64 Annual Population Survey		Reduction of 31,600 (2.2%) 16-64 year olds classified as economically inactive	South Yorkshire (24.0%) UK (21.8%)	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Director Business and Skills
Qualifications & skills	Delivering a local workforce for future growth. A higher proportion of working-age population (16-64) possess higher qualifications, indicating progression in education and employment	NVQ 3 and above. Nomis.		Additional 12,000 (2.8%) 16-64 year olds in South Yorkshire obtaining a higher level qualification (NVQ 3+)	South Yorkshire: 58.1% GB: 61.3% Gap: 2.8 p.p (equivalent to 12,000 people)	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Director Business and Skills
Wage levels	A lower proportion of employees on low earnings (further work to assess lowest pay gap within 20th percentile of earnings distribution).	Annual Survey of Hours and Earnings. Hourly pay (gross) all workers		Gap of £1.38 per hour between South Yorkshire and UK average is reduced by all workers receiving a 14% pay increase	South Yorkshire: £14.28 UK: £15.71 Gap: £1.48	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Director Business and Skills

Personal wellbeing	Estimated levels of worthwhile, life satisfaction, happiness and anxiety are indicators of personal well-being.	Self-reported wellbeing – people with high anxiety score (NHS Fingertips)		Reduction in South Yorkshire residents self-reporting high anxiety to below 2020 level or to England average	South Yorkshire: range (20.1-24.1%) England 21.9%	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Deputy CEX
Supporting Indicator									
NVQ – all levels	Increasing	Nomis		Parity with GB average	TBC	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Director Business and Skills
Health	Our population live increasingly long, healthy lives.	Healthy life expectancy at birth - PHE/ONS		Parity with England average	South Yorkshire: range 77.8-79.3, (male) 81.8-82.5 (female) England: 79.8 (male) 83.4 (female)	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Deputy CEX
Housing costs	The housing system and wider economy means that earning power is not being eroded by inflating house prices.	MHCLG House Price (existing dwellings) to residence-based earnings ratio.		Net decrease in relative housing costs	South Yorkshire: range (4.66-5.92) England: 7.84	Board Report	LEP / MCA Thematic Boards	Annual	Director of Transport, Housing, Infrastructure & Planning

Education & schools	More children leave secondary school with better attainment to boost their prospects in FE and employment.	Attainment 8 scores average. DfE data.		Parity with England average	South Yorkshire: Attainment 8 range (44.0-44.9) England: 46.8 Gap to average: 649 students	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Director Business and Skills
Higher-level occupations	Higher proportion of employees in managerial, technical & professional occupations (SOC 1-3).	Nomis		Parity with GB average	South Yorkshire: 43.7% GB: 50.0% Gap: 6.3 p.p (equivalent to 40,500 people)	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Director Business and Skills
Fuel poverty	Fewer households living in fuel poverty.	BEIS Fuel Poverty Statistics use Low Income Low Energy Efficiency (LILEE) indicator.		Parity with England average	South Yorkshire: 17.7% England: 13.4% Gap: 4.3 p.p	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Deputy CEX
Child poverty	Lower proportion of children living in poverty.	End Child Poverty derived data		Parity with UK average	Barnsley (33.3%), Doncaster (34.7%), Rotherham (34.3%), Sheffield (35.5%), UK (31%)	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Deputy CEX
Cultural participation	Gap for overall participation in cultural activity between SCR and national average closes.	DCMS Active Lives Survey Variable 'Spent time doing a creative, artistic, theatrical or music activity or a craft'		Parity with England average	South Yorkshire: 69.7% England: 76.1% Gap of 6.4 p.p	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Deputy CEX

Deprivation	Lower share of local areas in deprivation.	MHCLG Index of Multiple Deprivation (2019) - Proportion of LSOAs in most deprived 10% nationally (converted to %)		Parity with England average	South Yorkshire has 18.59% areas in 'bottom 10% index'. By definition this is 8.59% higher than average.	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Deputy CEX
Out-of-work benefit claimant rate	Lower percentage of people claiming out-of-work benefits	CCO1 Regional Labour Market		Parity with UK average	South Yorkshire: 5.6% Range: Barnsley (5.1%) – Doncaster (6.2%) UK: 5.0%	Board Report	MCA / LEP	Annual	Director Business and Skills
Connect to jobs	(a) Increasing the number of economically active people living within 30 minutes of key employment locations and universities by public transport. Improving journey times to employment centres.	Talk to transport team about data sources. Note: if these come from Census, better using sources that refresh much more regularly.		Decrease in journey times relative to 2020 level.	Baseline year to be established.	Board Report	MCA / LEP	Annual	Director of Transport, Housing, Infrastructure & Planning
Affordable housing delivery	Increasing number of affordable housing completions	Live Table 1008C		Increase on 2020 level	Barnsley (228), Doncaster (74), Rotherham (240), Sheffield (207)	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Director of Transport, Housing, Infrastructure & Planning
Net additional dwellings	Increasing number of net new dwellings	Live Table 122		Increase on 2020 level	Barnsley (590), Doncaster (761), Rotherham (566), Sheffield (1,850)	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Director of Transport, Housing, Infrastructure & Planning

Avoidable mortality	Decreasing	Premature preventable deaths – ONS		TBC	TBC	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Deputy CEX
Common mental health disorders	Decreasing	Fingertips – ONS		TBC	TBC	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Deputy CEX
Gross disposable household income	Increasing	ONS		TBC	TBC	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Deputy CEX
Key stage 4 destination measures	Increasing	Higher % sustained education, apprenticeship or employment destination – ONS		TBC	TBC	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Director Business and Skills
Apprenticeships and trainees	Increasing	DfE apprenticeships and trainees data		TBC	TBC	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Director Business and Skills
NEET	Decreasing	DfE 'NEET and participation'		TBC	TBC	Board Report Programme Dashboard	LEP / MCA Thematic Boards	Annual	Director Business and Skills

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