

BUSINESS INVESTMENT PANEL

**MEETING TO BE HELD AT 2.00 PM ON TUESDAY, 6 MARCH 2018
IN COMMITTEE ROOM A, WELLINGTON HOUSE, 40-50 WELLINGTON
STREET, LEEDS**

A G E N D A

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**
- 3. EXEMPT INFORMATION - EXCLUSION OF THE PRESS AND PUBLIC**
 1. To highlight Appendix 1 to Agenda item 5 and Appendix 1 to Agenda item 7 which officers have identified as containing exempt information within the meaning of Schedule 12A to the Local Government Act 1972, and where officers consider that the public interest in maintaining the exemptions outweighs the public interest in disclosing the information, for the reasons outlined in the report.
 2. To consider whether or not to accept the officers' recommendation in respect of the above information as set out in Appendix 1 to Agenda item 5 and Appendix 1 to Agenda item 7.
 3. If the recommendations are accepted, to formally pass the following resolution:-

RESOLVED – That in accordance with paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, the public be excluded from the meeting during consideration of Appendix 1 of Agenda item 5 and Appendix 1 of Agenda item 7 on the grounds that they are likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information and for the reasons set out in the report that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

**4. MINUTES OF THE MEETING OF THE BUSINESS INVESTMENT
PANEL HELD ON 18 JANUARY 2018**

Copy Attached.
(Pages 1 - 4)

5. STRATEGIC INWARD INVESTMENT FUND UPDATE

Led by: Lorna Holroyd
(Pages 5 - 36)

6. BUSINESS GRANTS PROGRAMME UPDATE

(Pages 37 - 38)

7. GROWING PLACES FUND LOANS UPDATE

Led by: Chris Brunold
(Pages 39 - 76)

8. BUSINESS PLANNING & BUDGET 2018/19

(Pages 77 - 98)

9. DATE OF NEXT MEETING

Tuesday 2 April 2018, 14:00 – 16:00, Committee Room A, Wellington House,
Leeds.

Signed:

A handwritten signature in black ink, appearing to read "A Taylor". The signature is written in a cursive style with a large initial "A" and a long, sweeping underline.

Director of Resources



**MINUTES OF THE MEETING OF THE
BUSINESS INVESTMENT PANEL
HELD ON THURSDAY, 18 JANUARY 2018 AT COMMITTEE ROOM B,
WELLINGTON HOUSE, 40-50 WELLINGTON STREET, LEEDS**

Present:

Councillor Judith Blake CBE (Chair)	Leeds City Council
Michael Allen	NatWest Bank
Marcus Mills	BigWord
Councillor Shabir Pandor	Kirklees Council
Councillor Tim Swift	Calderdale Council
Simon Wright	Yorkshire Bank

In attendance:

Chris Brunold	WYCA
Neill Fishman	WYCA
Lorna Holroyd	WYCA
Kate Thompson	WYCA
Paul Hyde	Leeds City Council
Janette Woodcock	WYCA

1. Apologies for absence

Apologies for absence were received from Councillor Graham Swift, Michael Allen, Jonathan King, Roger Marsh and Gareth Yates.

2. Declarations of disclosable pecuniary interests

There were no pecuniary interests declared by members of the meeting.

3. Exempt information - Exclusion of the press and public

Resolved: That in accordance with paragraph 3 of Part 1 of schedule 12A to the Local Government Act 1972, the public be excluded from the meeting during consideration of Appendices 1 and 2 of Agenda Item 6 and Appendices 1 and 2 of Agenda item 7 on the grounds that it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the press and public were present there would be disclosure to them of exempt information and for the reasons set out in the report that in all

circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

4. Minutes of the meeting of the Business Investment Panel held on 11 December 2017

Resolved: That the Minutes of the Business Investment Panel held on 11 December be approved.

5. Strategic Inward Investment Fund update

The Panel considered a report outlining the current position regarding progress in committing grants through the LEP Strategic Inward Investment Fund (SIFF)

Members considered one application at the last panel meeting on 11 December 2017 project reference SIIF 003. The company has now accepted the offer and a funding agreement is being prepared.

Resolved: That the update be noted.

6. Business Grants Programme update

The Panel considered an update on the progress in committing grants through the LEP Business Grants Programme (BGP)

At the last meeting on 11 December 2017 members considered two applications project references 1093427 and 1095568.

Project 1093427 had been informed of the decision to reject their application and had submitted an appeal in writing asking that it be reconsidered.

Project Reference 1095568 accepted the decision to offer a lower grant than was requested.

In private session members considered a written appeal from project reference 1093427 following rejection of their application.

Resolved:

- (i) That the Business Grant Programme update be noted.
- (ii) That the decision previously made at the meeting on 11 December 2017 to reject the grant was upheld

7. Growing Places Fund loans update

The Panel considered a report on the progress in committing loans through the LEP Growing Placed Fund (GPF)

In private session The Panel was updated and asked for feedback on the progress of:

- One new loan application appraised at the Outline Business Case.
- A Change Request for one live loan with altered circumstances.
- Update on the live loan with changed circumstances as detailed at paragraph 3.1 and in confidential Appendix 1 of the submitted report.

Resolved:

- (i) That the update be noted.
- (ii) That the Panel noted the application appraised at Outline Business Case, as detailed at 3.1 and in Appendix 1 and recommends for approval.
- (iii) That the Panel noted the Change Request received for one live loan with changed circumstances as detailed at 4.1 in Appendix 1 and recommends for approval.

8. Date of next meeting

Tuesday 6 March 2018 14:00 PM, Committee Room A, Wellington House, Leeds.

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Report to: Business Investment Panel

Date: 6 March 2018

Subject: **Strategic Inward Investment Fund Update**

Director(s): Sue Cooke, Executive Head of Economic Services

Author(s): Lorna Holroyd

1 Purpose of this report

- 1.1 To outline the current position regarding progress in committing grants through the Leeds City Region Enterprise Partnership Strategic Inward Investment Fund (SIIF).
- 1.2 To ask Members to consider one application to SIIF.

2 Information

SIIF Update

- 2.1 Spend and outputs for SIIF are detailed below.

Performance indicator	Target	Total Commitments	Actual Outputs (09/02/18)
Direct jobs	1,245	479	0
Number of enterprises	10	2	0
Total investment	£120,450,000	£16,217,368	£0
Programme Spend	£12,450,000	£1,676,586	£0

New applications

- 2.2 Members are asked to consider the following application. The grant application and appraisal are attached at **Appendix 1**.

Project Ref	District	Total Investment	Grant Requested	Proposed New Jobs
SIIF 004	Leeds	£934,593	£177,000	73
Total		£934,593	£177,000	73

3 Financial Implications

3.1 There are no financial implications directly arising from this report.

4 Legal Implications

4.1 The information contained in Appendix 1 is exempt under paragraph 3 of Part 1 to Schedule 12A of the Local Government Act 1972 as it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that the public interest in maintaining the content of the appendix as exempt outweighs the public interest in disclosing the information as publication could prejudice current and future decision making.

5 Staffing Implications

5.1 There are no staffing implications directly arising from this report.

6 External Consultees

6.1 No external consultations have been undertaken.

7 Recommendations

7.1 That Members note the progress report on the SIIF.

7.2 That the grant application detailed at 3.1 and attached at Appendix 1 be considered.

8 Background Documents

None.

9 Appendices

Appendix 1 – Project Reference SIIF 004 – Application form and appraisal report. (CONFIDENTIAL)

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Report to: Business Investment Panel

Date: 6 March 2018

Subject: **Business Grant Programme Update**

Director(s): Sue Cooke, Executive Head of Economic Services

Author(s): Neill Fishman, Lorna Holroyd

1 Purpose of this report

- 1.1 To outline the current position regarding progress in committing grants through the Leeds City Region Enterprise Partnership (the LEP) Business Grants Programme (BGP).

2 Information

BGP Update

- 2.1 Spend and outputs for the grant schemes funded through the Local Growth Fund (LGF) are detailed below. Achievements against these targets can be made through the three capital grants schemes which make up the BGP; the big scheme, the small scheme and the Business Flood Recovery Fund. The big scheme is for grants over £100,000, the small scheme grants of between £10,000 and £100,000 and the Business Flood Recovery Fund grants of £10,000 to £100,000 for businesses affected by the Boxing Day Floods of 2015 (note that this programme is now closed to new applications).

Performance indicator	Target	Big Programme Committed	Small Programme Committed	Flood Grants Committed	Total Commitments	Actual Outputs (09/02/18)
Direct jobs	4,100	2,863	1,857	n/a	4,720	2,384
Safeguarded jobs	n/a	152	n/a	1,608	1,760	1,682
Number of grant awards	765	34	466	66	566	458
Total investment	£168,500,000	£144,441,164	£132,368,461	£13,326,126	£290,135,751	£205,309,494
Programme Spend	£38,963,000	£8,681,754	£16,024,817	£3,080,656	£27,887,227	£21,282,856
Cost per job	n/a	£3,032	£8,632	n/a	£5,909	£8,971

Performance indicator	Target	Big Programme Committed	Small Programme Committed	Flood Grants Committed	Total Commitments	Actual Outputs (09/02/18)
Cost per job (including safeguarded jobs)	n/a	£2,880	n/a	£1,978	£4,304	£5,260

*It should be noted that 1,400 of committed jobs under the Big Programme relate to one major project within the Wakefield District. Initial monitoring of the project has now been completed and a total of 290 new jobs have been created to date.

- 2.2 To date commitments of £24.71 million have been made through a combination of the big and small schemes. A further £3.18 million has been committed through the Business Flood Recovery Fund.
- 2.3 As outlined in previous Business Investment Panel papers, grants are now funded through a combination of the Business Growth Programme and Access to Capital Grants, both of which are funded through the LGF.
- 2.4 A full list of approved projects is available on the LEP website.¹

3 Financial Implications

- 3.1 There are no financial implications directly arising from this report.

4 Legal Implications

- 4.1 There are no legal implications directly arising from this report.

5 Staffing Implications

- 5.1 There are no staffing implications directly arising from this report.

6 External Consultees

- 6.1 No external consultations have been undertaken.

7 Recommendations

- 7.1 That the BGP progress report be noted.

8 Background Documents

None.

9 Appendices

None.

¹ <http://www.the-lep.com/about/governance-and-funding/grants-for-business/>



Report to: Business Investment Panel

Date: 6 March 2018

Subject: **Growing Places Fund Loans Update**

Director(s): Melanie Corcoran, Sue Cooke Head of Economic Services

Author(s): Chris Brunold Project Manager (Growth Deal)

1 Purpose of this report

- 1.1 To update members on progress in committing loans through the LEP Growing Places Fund (GPF).
- 1.2 To update members on the progress of one new loan application appraised as a Full Business Case and ask for feedback.

2 Information

Growing Places Fund update

- 2.1 The Growing Places Fund (GPF) has operated since 2012 offering loans to support projects that require additional capital funding to deliver jobs and economic growth and unlock stalled developments post-recession, within a timescale of 5 years or less. Infrastructure projects have included expansion of business premises, site remediation and developing a new road junction as part of opening up a brownfield site for housing. Funds can also be used by a company to acquire or upgrade physical assets such as property, industrial buildings or equipment. A loan often completes a package of agreed finance that is not quite sufficient for a project that is ready to go in other respects. The fund is open to all businesses and organisations of any size based in or looking to invest in the city region. This includes the partner councils of, Barnsley, Bradford, Calderdale, Craven, Harrogate, Kirklees, Leeds, Selby, Wakefield and York. Applications from small and medium-sized enterprises, employing up to 250 staff, are particularly welcome.
- 2.2 The total GPF allocation was £35.5m of which approximately £2m remains unallocated.
- 2.3 Private sector leverage from the fund has the potential to exceed 1:30 although it should be noted much of this is due to a large gas powered energy

plant that will be built at the site of a project that is remediating brownfield land in Wakefield District. The Fund typically seeks private sector leverage on the basis of 1:3.

GPF Loan Application

- 2.4 A GPF application (project reference 319) considered by the Panel on 18 January 2018 as detailed below has now been appraised as a Full Business Case with costs. Feedback is sought on the appraisal and whether the loan offer can be recommended, and if so can progress to financial and legal due diligence. The appraisal is included at confidential **Appendix 1**.

Project Ref	Total Loan	Proposed Jobs/Homes	Recommendation
319	£1m	TBC	Discuss

3 Financial Implications

- 3.1 The loan at 2.4, if recommended, will allocate £1m of the remaining £2m of GPF funding.
- 3.2 The terms of the loan, if recommended, will be finalised following the financial and legal due diligence process. This will include setting the interest rate.

4 Legal Implications

- 4.1 The information contained in **Appendix 1** is exempt under paragraph 3 of Part 1 to Schedule 12A of the Local Government Act 1972 as it contains information relating to the financial or business affairs of any particular person (including the authority holding that information). It is considered that the public interest in maintaining the content of the appendices as exempt outweighs the public interest in disclosing the information as publication could prejudice current and future decision making.

5 Staffing Implications

- 5.1 There are no staffing implications directly arising from this report.

6 External Consultees

- 6.1 No external consultations have been undertaken.

7 Recommendations

- 7.1 That the update on progress in committing loans through the GPF be noted.
- 7.2 That the application appraised at Full Business Case, as detailed at 2.4 and in **Appendix 1**, be noted, and that progression to loan offer is recommended and that financial and legal due diligence is undertaken.

8 Appendices

Appendix 1 – GPF 319 Full Business Case Appraisal (CONFIDENTIAL)

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Report to: Business Investment Panel

Date: 6 March 2018

Subject: **Business Planning and Budget 2018/19**

Director(s): Angela Taylor, Director of Resources

Author(s): Angela Taylor, Director of Resources and Sue Cooke, Executive Head of Economic Services

1 Purpose of this report

- 1.1 To advise the Panel of the work underway to progress business and budget planning for 2018/19.

2 Information

- 2.1 At the last meeting of the Combined Authority in February, the budget and outline business plan for 2018/19 were agreed, following consultation with the LEP Board in January.
- 2.2 Further work will take place to work up more detailed business plans and associated key performance indicators in more detail, which will form the corporate plan due for approval in April.
- 2.3 A number of measures to align revenue income and expenditure over the three year period have been examined. The revenue budget is attached as **Appendix 1**.
- 2.4 The business plan is shown at **Appendix 2**, by directorate. Members will see that work to support the Panel is provided by all Combined Authority directorates, particularly with policy priorities developed by Policy, Strategy & Communications, and the delivery of business support, skills and inward investment services led by Economic Services and capital projects by Delivery directorates respectively.

Budget Overview

- 2.5 The budget will not remain static over the financial year, as bids for funding will be progressed throughout the year and any new resources will be adopted into the Combined Authority budget accordingly. Some new and continuation services are, therefore, still subject to confirmation of such funding. Key

elements of the budget affecting the LEP/Combined Authority Panels are set out below.

LEP subscriptions/government funding

- 2.6 The Leeds City Region local authorities pay subscriptions to support the activities of the Leeds City Region Enterprise Partnership. These continue unchanged at £0.7m and will be supplemented by government funding of £0.5m. This level of government funding has also remained unchanged for a number of years and it should be noted that the same amount is paid to each LEP irrespective of the size and shape of each region.

Enterprise Zone (EZ) receipts

- 2.7 The Combined Authority took on the inward investment function of the former Leeds and Partners in April 2015. The costs of this function (circa £1.5m) were to be met through business rates income from the two EZs in our region – Leeds Aire Valley and the multi-site M62 corridor – as this income accrues to the Combined Authority as the accountable body for the LEP.
- 2.8 The timing of new businesses opening on the EZs as well as the formal valuation of them has been slower than anticipated and to date actual income has not met forecast levels. This has resulted in a funding timing difference in previous years, necessitating the Combined Authority funding the costs of the inward investment team through the use of reserves.
- 2.9 The latest forecasts are included in the figures at Appendix 1 and demonstrate that the income is now almost on track to meet the in-year costs of the inward investment activity. Work is continuing to fully understand the timing of the payment of EZ business rates to the Local Authorities and the risk of appeals to rateable values and this may result in the actual income in 2018/19 exceeding that assumed in the budget. There is also a need to consider how to encourage further businesses to locate to the two EZs in the region and to recognise that further upfront investment, potentially through capital budgets, may be required to achieve this.

Business skills and employment

- 2.10 This income funds the work of the Economic Services team in providing support to businesses, skills programmes and business growth grants. These funding streams are awarded to the Combined Authority usually on a fixed term basis with a requirement to spend in that time period. This gives no certainty to being able to continue with these workstreams in future years – the 2018/19 budget reflects the awards made for that year.
- 2.11 Funding streams secured previously include Apprenticeship Grants for Employers, Enterprise in Education funding, the Skills Service and Business Growth Service. The Combined Authority will continue to pursue opportunities to secure further funding streams in these work areas, including bids for EU funding.

2.12 New developments in the 2018/19 business plan include the following:

- Introduction of a key account management team to support investor development with larger foreign-owned firms based in Leeds City Region, with the objective of supporting them to safeguard jobs and stay in the region and attract any further floating global investment opportunities.
- Redesign of the locally delivered Apprentice Grant for Employers (AGE) to maximise uncommitted funds by targeting priority sectors, where employers have had no previous apprentices and pay the minimum wage.
- Consideration of 'grant conditions' to link inclusive growth commitments to the award of capital grants over £50,000 to businesses in the city region.
- Launch of the new digital soft-landing scheme and development of further measures to address the digital skills shortage and attract more 'tech talent.'
- Expanding the work of the Enterprise in Education team to extend further support to schools in the Bradford Opportunity Area and other employer-led initiatives, with a strong focus on improving social mobility for disadvantaged pupils.

3 Financial Implications

3.1 As set out in the report.

4 Legal Implications

4.1 As set out in the report.

5 Staffing Implications

5.1 As set out in the report.

6 External Consultees

6.1 None.

7 Recommendations

7.1 That the Panel notes the business plan and budget for 2018/19.

8 Background Documents

None.

9 Appendices

Appendix 1 – West Yorkshire Combined Authority Summary

Appendix 2 – Draft Business Plan Summary

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WYCA Summary - 2017/18 to 2018/19 (and 2019/20 - 2020/21)

	2017/18	2018/19					2019/20	2020/21
	Forecast	Salary & Pay Related	Salary Recovery	Other Expenditure	Other Income	Total	Total	
	Total	£	£	£	£	£	£	
Transport Services								
Subsidised Services	19,181,000	0	0	27,397,250	(8,710,000)	18,687,250	17,345,421	
Bus Station & Services	4,917,328	3,649,676	0	6,349,153	(5,654,284)	4,344,546	4,417,539	
Concessions + Integrated Ticketing	55,755,478	0	0	56,270,200	0	56,270,200	57,676,955	
Prepaid Tickets Income	0	0	0	31,500,000	(31,500,000)	0	0	
Passenger Information	1,303,055	1,478,349	0	323,024	(617,993)	1,183,380	1,212,947	
Travel Centres	498,516	568,798	0	40,340	(80,000)	529,138	540,514	
Telematics	810,118	200,382	0	763,050	(226,000)	737,432	741,440	
Transport Services	82,465,495	5,897,205	0	122,643,017	(46,788,277)	81,751,945	81,934,816	
Delivery	(145,262)	3,401,966	(3,740,650)	56,200	0	(282,484)	(289,258)	
Economic Services	1,356,314	2,657,421	(576,725)	5,738,783	(6,958,932)	860,548	1,092,161	
Policy, Strategy & Communications	4,210,592	5,219,803	(317,596)	855,771	(254,224)	5,503,754	5,515,798	
Resources	5,219,319	3,107,347	0	2,088,408	0	5,195,755	5,213,902	
Corporate	7,292,512	830,952	(1,355,000)	8,992,287	(2,379,520)	6,088,719	6,263,226	
Other Directorates	17,933,475	15,217,489	(5,989,971)	17,731,449	(9,592,676)	17,366,292	17,795,830	
Capitalisation	(1,000,000)	0	(1,500,000)	0	0	(1,500,000)	(1,530,000)	
Enterprise Zone Receipts	(712,000)	0	0	0	(1,968,000)	(1,968,000)	(3,804,000)	
Transport Levy	(95,198,000)	0	0	0	(94,198,000)	(94,198,000)	(93,198,000)	
Other	(96,910,000)	0	(1,500,000)	0	(96,166,000)	(97,666,000)	(98,532,000)	
Further Resources Required	3,488,971					1,452,237	1,198,646	
Transfer from Reserves	(3,488,971)					(1,452,237)	(1,198,646)	
Balanced Budget	0					0	0	

CAPITAL FUNDING	2017/18	Table 3			
	£000	2018/19	2019/20	2020/21	TOTAL
	£000	£000	£000	£000	£000
Local Growth Fund	72,228	74,349	73,510	100,338	320,425
Local Growth Fund C/Fwd	73,160				73,160
Leeds Public Transport Investment Programme	21,000	48,700	49,100	54,700	173,500
Local Transport Plan Integrated Transport	13,104	13,104	13,104	13,104	52,416
Local Transport Plan Integrated Transport C/Fwd	780				780
Highways Maintenance Block	25,971	23,507	23,507	23,507	96,492
Highways Maintenance Incentive Funding	2,432	4,896	4,896	4,896	17,120
Pothole Action Fund	3,857	2,231			6,088
National Productivity Investment fund	6,925				6,925
DfT Cycle City Ambition Grant	14,641				14,641
West Yorkshire Cycling and Walking Fund	2,140				2,140
Ultra Low Emission Vehicles	495	495	990		1,980
European Regional Development Fund	2,968	1,823			4,791
Broadband UK (BDUK)	2,968	1,823			4,791
Growing Places Fund	3,740	4,426	4,929	2,365	15,460
HS2	1,079				1,079
One Public Estate	385	160			545
Capital Receipts	600				600
Carry forward from prior year		73,653	59,469	7,500	
WY+TF Borrowing	0	5,300	13,537	103,369	122,206
TOTAL	248,473	254,467	243,042	309,779	915,139

CAPITAL EXPENDITURE	2017/18	Table 5			
	£000	2018/19	2019/20	2020/21	TOTAL
	£000	£000	£000	£000	£000
Growth Deal	100,150	102,080	105,960	129,350	437,540
Call For Projects	0	14,282	42,847	85,693	142,822
Leeds Public Transport Investment Programme	2,000	15,000	40,000	50,000	107,000
Local Transport Plan Integrated Transport	13,100	13,104	13,104	13,633	52,941
Ultra Low Emissions Vehicles	180	1,027	1,028	0	2,235
Highways Maintenance Block	25,970	23,507	23,507	23,507	96,491
Highways Maintenance Incentive Funding	2,432	4,896	4,896	4,896	17,120
Pothole Action Fund	3,857	2,231	0	0	6,088
National Productivity Incentive Fund	6,925	0	0	0	6,925
DfT Cycle City Ambition Grant	10,547	4,094	0	0	14,641
West Yorkshire Cycling and Walking Fund	1,019	1,121	0	0	2,140
WY Broadband Programme	5,936	3,646	0	0	9,582
Growing Places Fund	800	4,550	2,000	2,000	9,350
HS2	1,079				1,079
One Public Estate	385	160			545
WYCA Corporate Projects	440	5,300	2,200	700	8,640
TOTAL	174,820	194,998	235,542	309,779	915,139

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WYCA 2018/19 Draft Business Plan Summary

DELIVERY DIRECTORATE	
Delivering the right projects whilst providing value for money	
Ensuring the delivery of a portfolio of projects and programmes within the agreed cost, time and quality framework, which meet our strategic priorities and derive maximum benefit for the region	
2018/19 Priorities	Resource Lead
<p>Facilitating partner delivery of 57 No. projects, value c£72.971m in the West Yorkshire Transport Fund (WYTF), Leeds Public Transport Infrastructure Programme and City Connect Ambition Grant (CCAG) programme:</p> <ul style="list-style-type: none"> • Provision of new and enhanced cycle routes from the completion of CCAG phase 2 projects at: Castleford to Wakefield phase 2&3; Canals projects; York Scarborough Bridge; Bradford Canal Road; & Leeds City Centre. • Completion of the WY+TF schemes at Kirkgate, Wakefield and A629 (1a) Halifax • Progression of the following schemes through the Assurance Framework to OBC stage: LBIA Link road; Tong Street; Bradford to Shipley Corridor; M2D2L (A653); A62/A644 Cooper Bridge; Halifax Station Gateway; A629 Phase 5; Corridor Improvement Programme junction improvements across West Yorkshire. • Progression of the following schemes through the Assurance Framework to FBC stage: Ings Road Wakefield; York Outer Ring Road (further junctions); ELOR; A629 Phase 1b; A629 Phase 2; Bradford Forster Square; Hard Ings Road, Bradford; UTMIC Phases 1 & 2; Corridor Improvement Programme junction improvements across West Yorkshire • Provision of direct project manager and transport planner expertise (x8 FTE) to West Yorkshire & York partners to support delivery of WY+TF projects. • Contract management of consultancy support commission to West Yorkshire & York partners to support delivery of WY+TF projects. 	<p>Transport Partnerships Team (including x8 FTE supporting direct delivery for WY districts)</p>
<p>Leading the implementation of other significant Transport Projects (46 No.; value c£15.762m) in 2018/19 including:</p> <ul style="list-style-type: none"> • Completion of Bradford Interchange Accessibility & Upgrade Works to provide H&S improvements with improved operational practices. • Progress preferred option for Halifax Bus Station to outline business case and full business case approval to achieve operational, economic and social benefits. • Start on site for first phase of West Yorkshire's ULEV (taxis) project with aim to achieve 5.1% ULEV taxis by 2020 positively contributing to improvements in air quality. • Completion of detailed design, GRIP5 and start on site for Castleford Rail Station Gateway to provide enhanced passenger facilities. 	<p>Transport Projects Team (direct delivery)</p>

<ul style="list-style-type: none"> • Implementation of the New Station Street scheme in Leeds to improve the public realm, pedestrian experience and public safety. • Provide funding contract management support to facilitate completion of 10 bus hotspot schemes to reduce congestion impacts & improve the customer experience • Progress preferred option for a Rail accessibility scheme at Horsforth Rail station whilst coordinating proposals at Cross Gates and Morley with Network Rail's TRU Programme. • Commencement on-site of 3 rail station car park extensions as part of a +2000 parking spaces programme. • Develop outline designs for four new West Yorkshire rail stations. Achieving Approval in Principle for the preferred option from Network Rail, and Outline Business Case approval under WYCA's Assurance Framework. • Closing final accounts for rail legacy projects at Kirkstall Forge, Apperley Bridge, Low Moor and LSSE. • Completion of Real Time Information installations at Morley and South Elmsall Hubs. 	
<p>Facilitating Economic Regeneration 61 No. Projects with a value of c£45.166m (including skills capital & innovation, Housing & Regeneration, Broadband and Better Homes), with targets of:</p> <ul style="list-style-type: none"> • Completing phase 2a and 2b of skills capital & Innovation projects (delivering 6,684 sqm of new build floorspace and 2,500 sqm of refurbished floorspace) • Enabling 200 new homes at Bolton Woods and Beech Hill • Enabling 8,000 sqm of commercial floorspace across York Central/York Guildhall • £3.2m LGF spend on tackling fuel poverty • Delivery of 524 CHS as part of the Warm Homes Fund • Broadband infrastructure to cumulatively deliver 43,086 Total Homes Passed of which 35,679 superfast (>24mb/s) • Enable a further 250 homes and 200 jobs through Growing Places Fund loans • £4m GD spend on Leeds District Heat; £20m total project spend (total contract value £21.3m, Heat On via gas Q1 1920, Heat On via RERF Q2 1920) • 1,000 homes improved through Better Homes Yorkshire Programme • Finding innovative ways to unlock further housing and economic growth with partners to enhance viability, improve developer confidence and deliver essential upfront infrastructure. 	<p>Economic Regeneration Team (currently non-direct delivery, but may adapt during year to assist partner delivery)</p>
<p>Completion of the current Smartcard and information Programme (SCIP) projects (5 No., £1m value) with significant improvements to our customer offer and Phase 5 going live in March 2019, including:</p> <ul style="list-style-type: none"> • Handover of 5 new Mcard ticket machines to Transport Services directorate, enabling customer self-serve • "Hotlisting" capability launch to block lost, stolen, damaged smartcards and improve the customer refund offer • Launch operator only bus products on the Mcard smartcard platform 	<p>Smart Card Implementation Programme Team (direct delivery)</p>

<ul style="list-style-type: none"> • Launch of the “travly” journey planning and mobile ticketing app • Launch of blind/ disabled, personal annuals and corporate annuals on the online card management system for self-serve functionality • Review future programme potential with Policy directorate and future resource requirement 	
To monitor and manage delivery efficiency through robust governance procedures and resource planning. Explore innovative ways to minimise delivery constraints such as skills shortages and district capacity constraints and to stimulate land owner & market interest to achieve jobs and homes targets	Director and Heads of Service in partnership with Policy and Economic Services Directorate
Providing Feasibility and Assurance services across all portfolio’s work including overseeing further calls for projects and re-profiling of programmes. The estimated value of the call projects for 2018/19 is £14.2m	Feasibility and Assurance Team
Managing the Assurance process, monitoring and reporting of progress, spend and benefits, (including the oversight of the £30.6m Highways Maintenance block) further development of project management controls, including risk & cost management and embedding the Portfolio Information Management System (PIMS).	PMO Team
Leading the head office refurbishment project (£3.5m) and supporting the flexible ways of working project	Staff from the PMO team
Further development of policies, processes and working practices to maximise staff retention and embed the culture of a high performing team with ambition to become the ‘Go To’ source of project/programme management expertise for the organisation and partners	Led by Director and Heads of Service
Develop and implement a strategy for resourcing corporate projects and revenue funded projects, through further workforce resource planning and cross-directorate liaison on pipeline requirements	Led by Director in partnership with Director, Resources
Further work with the Policy Directorate to better define the boundary between the Policy and Delivery Directorates and agreeing handover terms	Led by Director and Heads of Service in partnership with Policy Directorate

Budget and Resources		
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2017/18 Revenue Budget	Expenditure	£2.451m
	Income	(£2.450m)
	Net	£0.001m
2018/19 Revenue Budget	Expenditure	£3.458m
	Income	(£3.741m)
	Net	(£0.283m)
Net Revenue Budget change between years		(£0.284m)
Capital spend under the direct control of Delivery 2018/19		£183m (of the total £195m for 2018/19)
2018/19 FTE		71.72

ECONOMIC SERVICES DIRECTORATE

Delivering effective services to drive inclusive growth

To attract global investors, support businesses to be more productive and inspire people to gain relevant skills, working with partners across all sectors.

2018/19 Priorities	Resource Lead
<p>Continue to provide support to help businesses grow and become more productive through the LEP Growth Service, and embed a range of ESIF funded business support programmes, with the targets of:</p> <ul style="list-style-type: none"> • Supporting up to 2,750 businesses that want to grow • Providing intensive support to 900 growth businesses • Supporting the creation of 500 jobs in businesses receiving intensive growth support, investing £5m in capital projects with an average cost per job of £12.5k • Supporting 100 high growth businesses to develop strategic growth plans • Delivering 12 'Pop-Up' business advice events including 6 in more disadvantaged areas 	<p>Business Support Team including: Growth Service, Strategic Business Growth Programme and Business Grants Team plus those below, with support from Comms</p>
<p>Provide Resource Efficiency funding and advice to businesses with a target of supporting 80 businesses to reduce costs on energy, water and waste.</p>	<p>Resource Efficiency Team</p>
<p>Provide support and advice on accessing innovation services and funding with a target to support a further 70 businesses to undertake innovation activity.</p>	<p>Access Innovation Team</p>
<p>Deliver sustainable travel plan advice and services to businesses, recruiting 75 new businesses to the Travel Plan Network and generating over £7m in M-card sales.</p>	<p>Travel Plan Network Team</p>
<p>Work with schools and business leaders to deliver an enhanced model of employability, enterprise and careers education to reach over 160 schools and 12,000 disadvantaged students.</p>	<p>Enterprise in Education Team (+ new posts tbc subject to new funding)</p>
<p>Promote and advise on the benefits of apprenticeships to over 1,000 businesses (smaller funding envelope for 2018/19).</p>	<p>Skills Funding Manager and Apprenticeship Grants Team</p>
<p>Continued skills support for businesses, sector skills initiatives which upskill 1400 individuals in shortage areas; and development & monitoring of delivery agreements with FE colleges in readiness for the proposed devolved Adult Education Budget, in order to secure the right kind of vocational education & training provision to meet the skills demands on our economy.</p>	<p>Skills Funding Manager, Sector Skills Manager plus Digital Skills Coordinator & Economic Intelligence Manager (in Policy & Comms Directorate)</p>
<p>Attract global investors to the Region, undertake inward investment lead generation and deploy targeted grant funding,</p>	<p>Inward Investment Team and support from Comms team</p>

with the aim of creating 1,500 new jobs for the region and bringing 40 inward investment projects to the LCR.	
Promote Leeds City Region investment propositions in the key sectors of advanced manufacturing; digital including fintech; healthcare and life sciences; and financial & professional services, with 180 investor meetings leading to 40 inbound visits hosted.	Sector leads in Advanced Manufacturing, Health & Life Sciences and Digital and support from wider Inward Investment Team above and Comms Team
Promote investor development, safeguard UK jobs and seek 'floating' investment opportunities within 120 internationally owned firms, in partnership with local authorities, seeking to identify 48 new investment projects from 240 meetings.	Key Account Managers <i>(new posts subject to funding)</i>
Inspire over 100 additional LCR businesses to export and 100 existing exporters to increase global trade, through the improved co-ordination of international trade services with partners, including through 10 new export initiatives.	International Trade Manager
Embed further the principles of inclusive growth into mainstream services through the targeting of employment & skills programmes towards low paid workers, focusing education support onto disadvantaged pupils, implementing employment brokerage to support employers to fulfil social value obligations within WYCA contracts, inspiring businesses to adopt leadership practices which support the progression of low paid workers, considering the application of specific grant conditions, adapting the inclusive growth narrative for inward investment and monitoring appropriate outputs.	To be led by the Executive Head of Economic Services and senior managers with support from PSC Directorate
Collaborate with Policy, Strategy & Comms colleagues on new digital and productivity-led services linked to the inclusive industrial strategy, including reviewing the application of sector prioritisation and considering productivity outputs alongside job outcomes.	To be led by the Executive Head of Economic Services and senior managers with support from the Head of Economic Policy
Refine the efficiency and effectiveness of our grant programmes and implement the recommendations from the grant review process, in line with the Assurance Framework, including a new partnership agreement for delivering support for smaller grants, as well as the inclusive growth principles above.	Head of Business Support & Business Grants Manager to lead with support from specific grant teams including T&I input
Accelerate digital careers activity and develop a digital talent offer as well as activity to address the future infrastructure skills needs linked to HS2 and other transport/regeneration investments, and replacement demand in manufacturing and engineering, including by securing and delivering additional ESIF programmes.	Head of Employment & Skills & Digital Skills Coordinator (in Comms) to lead with support from Enterprise in Education team to promote in schools and T&I team to connect to inward investors. Additional resources subject to ESIF & other bids.
Introduce/test activity to maximise local employment opportunities through major capital investments, including a business facing Gateway for local employment.	Head of Employment & Skills to lead, working with Delivery Directorate and Jobcentre Plus/Local Authority partners
Review the options for increasing the effectiveness of export support within the region, in collaboration with the Policy,	Head of T&I plus International Trade Manager to lead working with the network of trade partners.

Strategy and Communications Directorate, in order to help increase the region's export performance.	
Attract a greater number of transformational inward investments and assist to create a more resilient economy through strengthening links with existing foreign owned businesses.	Head of T&I plus Inward investment team to lead working closely with Comms & Marketing
Establish a specific KAM function within the Trade and Investment Team.	New KAM staff to be recruited (subject to funding being secured)
Work to develop a coordinated approach with local authorities to packaging investment opportunities more effectively in order to create more attractive offers for global investors.	To be led by Head of T&I with additional resource to be identified
Working with colleagues in Policy and Delivery to further develop the strategy for securing end user investment in Enterprise Zones.	To be led by Head of T&I with additional resource to be identified

Budget and Resources

2017/18 Revenue Budget	Expenditure	£9.901m
	Income	(£8.620m)
	Net	£1.281m
2018/19 Revenue Budget	Expenditure	£8.396m
	Income	(£7.536)m
	Net	£0.860m
Net Revenue Budget change between years		£0.421m
2018/19 FTE		60.53

TRANSPORT SERVICES DIRECTORATE

Connecting people to places

To transform, through strong relationships with local partners and transport providers, the services provided by the CA to be efficient, community led and customer focused.

2018/19 Priorities	Resource Lead
Information	
Providing direct customer contact services including Metroline and driving efficiencies in running costs	Metroline and Customer Services teams
Coordinating the efficient production of passenger information and considering a range of alternative formats	Service Development Team (inc real time information)
Timetable data and content preparation and working with operators to drive a step change in the quality of raw data to increase efficiency	Data Team
Increase the proportion of information interactions/enquiries that are online to 98%	All
Retail	
Ensuring robust financial process are in place for administering concessions and Integrated ticketing services	Financial Processes Team
Delivering direct customer sales and information through Travel Centres including back office and reshaping the customer sales and information offer	Travel Centres team
Managing WYCA offices including the provision of a reception services and high levels of customer care for staff, partner organisations and visitors	Office Facilities Team
Increase the proportion of MCard sales via self-service/travel centre alternatives to 75% and increase the % of concessionary permits online to 70%	
Asset Management	
Managing our buildings, bus shelters and other on-street public transport infrastructure, aiming to increase income from property rental by 10%	Facilities and Assets team
Day to day running of our staffed and unstaffed bus station facilities continuing to seek efficiencies in running costs while delivering a quality customer experience	Bus Station Services team Cleaning staff
Bus Services	
Cost effectively coordinating and delivering transport services for those with personalised travel needs through AccessBus and home to school transport services for children with Special Educational Needs, seeking to reduce cost per passenger	Door to Door Transport Team and SEN team
Monitoring performance of local transport against contract specifications with the aim of increasing the quality of service.	Monitoring and Survey team
Procuring bus services, coordinating bus network changes and highway liaison, aiming to reduce overall expenditure by a net figure of 5% (taking account of inflation)	Bus Network and Highways Liaison team
Coordinating education transport services on behalf of District Councils to meet educational needs.	Education Transport Team

In 2018/9 the Directorate will also deliver a programme to transform Transport Services through:

<p>Information Devise and implement new strategy by June 2018 to move from a paper based information provision to a fully digital self service provision focused on live travel information “on the move” to drive efficiency and savings</p>	<p>Led by HoS and Information and Marketing Manager Policy Manager + assistant from PSC to support high level policy/horizon scan R&I analysis support</p>
<p>Retail Devise and implement new strategy by June 2018 to grow market for MCard with WY Ticketing Company introducing new retail channels including mobile phone ticketing. Modernise the service offer at Travel Centres to streamline these and realise savings</p>	<p>Led by HoS and Service Delivery Manager and involving Retail Teams Policy Manager + assistant from PSC to support high level policy/horizon scan R&I analysis support Finance support to deliver changes</p>
<p>Asset Management Strategy Develop a five year plan to maximise rental income and cost effectively maintain the CA’s portfolio of operational and non-operational property with an initial target to increase income generation from property rental by 10% in 2018/19</p>	<p>Led by HoS and Facilities and Assets Manager Involving Asset Development Team PSC support – to support strategic view Legal/Procurement and Finance support Delivery support – interface with Transport Fund teams</p>
<p>Bus Services Strategy Support the transformation of bus services in partnership with bus operators through Bus 18 and the Leeds PTIP Ensure the effectiveness of the young people’s concessionary fare scheme seeking to increase patronage at a reduced cost to the taxpayer Devise and implement a new policy for bus service support which promotes inclusive growth at a reduced cost to the taxpayer Working with Policy and Strategy Directorate to develop a new delivery model for public transport services in the future</p>	<p>Led by Director HoS and involving Bus Services Team Support from PSC – Policy Manager input and Consultation team</p>
<p>Scope out/agree new delivery frameworks for operational services with transport operators/partners.</p> <ul style="list-style-type: none"> Improving management information to develop a more transparent approach to the unit costs of service provision Develop Bus 18 and LPTIP Bus Delivery Board into effective, strong customer focussed partnerships Scope out how the Joint Venture Company for ticketing can be developed into a means by which WYCA and operators share the cost of providing public transport infrastructure, information and ticketing products 	<p>Led by Director, HoS and Service Development Manager</p>
<p>Coordinating WYCA operational plans and liaison with bus operators to meet emerging local and national Air Quality requirements and Clean Air Zones</p>	<p>Led by Director, HoS and with input from other Directorates</p>

Budget and Resources		
2017/18 Revenue Budget	Expenditure	£127.300m
	Income	(£44.969m)
	Net	£82.331m
2018/19 Revenue Budget	Expenditure	£128.540m
	Income	(£46.788m)
	Net	£81.752m
Net Revenue Budget change between years		£0.579m
2018/19 FTE		194.7

DRAFT

POLICY, STRATEGY & COMMUNICATIONS DIRECTORATE

Leading thinking, securing funding

To develop a leading, inclusive Industrial Strategy, a radically new economic policy framework for Leeds City Region; a new vision for the kind of place we want the City Region to be, and use this as part of our pitch for securing a devolution deal that covers the City Region; and to agree a long term funding settlement with Government

2018/19 Priorities

Resource Lead

POLICY, STRATEGY & RESEARCH

Strengthen our local powers and secure investment to maintain and enhance the CA's investment in the region (currently c.150m a year)

- Continue to make the case for an ambitious devolution deal.
- Develop proposals for future local growth funding.
- Be "bid ready" for opportunities that arise from Government where they support our priorities.
- Deliver the current ESIF programme and influence the design and implementation of the successor national programme (shared prosperity fund).

Core function of all roles – all policy team input led by Director. With specific input on devolution and on future funding. Support from Delivery and Economic Services and in demonstrating the case for investing here through case studies

Development over the course of 2018 of a single, bold Local Inclusive Industrial Strategy which will be owned by both the LEP and CA with inclusive growth at its core

- This will be an agile, long-term framework aimed at driving growth, boosting productivity and earning power for a post 2030 economy. This will be produced in partnership with key stakeholders including Districts, Universities, and business representative groups.

Led by HoS supported by policy managers and policy officers

Support Private Sector Growth through proposals to enhance the region's digital and innovation capabilities and through a focus on improving skills.

- Explore ways to lever private sector-led collaboration and mutual improvement to raise the productivity of firms Develop a City Region wide digital framework recognising the importance of the development of a digital and technology strategy for the region covering the 5 pillars of "every business a digital business", digital skills and inclusion, digital as a sector digital infrastructure/connectivity and a smarter city region,.
- Work with University partners and other stakeholders to take forward the Leeds City Region Med-tech Science & Innovation Audit, supporting the development of investible propositions.
- Develop proposals for an ambitious retraining programme
- Develop the case for further enhancement of the Combined Authority's engagement with the education system

Led by HoS with input from policy managers/officers and input from Economic Services

Deliver improvements to Place to deliver inclusive and clean growth

Led by HoS with input from policy managers/officers and input from

<ul style="list-style-type: none"> • A web-based map product to transform our ability to align investments and use it to support identification of the pipeline of projects. • Deliver the EZ Programme to Outline Business Case stage • Support development of housing growth, including through supporting development of an LCR Housing Deal, working with districts to identify the resources needed to deliver sites, and making the case for investment in strategically important sites. • Identify and capture opportunities from the Government's Clean Growth Strategy, including through the Green/Blue Infrastructure Delivery Plan and LCR Energy Strategy. • Support a refreshed corporate approach to clean growth, through the CA's Accommodation Strategy and embedding Environmental Impact Assessment into the Assurance Framework. • Support the move to cleaner air through cleaner buses through taking opportunities to bid for funding and working with bus operators to test new technology here. • Deliver the Energy Accelerator to create a pipeline of innovative projects in districts. • Secure developer contributions for public transport from new developments 	<p>Delivery on business case development and challenge of policy agenda.</p>
<p>Develop policies to transform our City Region connectivity</p> <ul style="list-style-type: none"> • Integrated Local Transport Develop the policies within the Transport Strategy into actions • Lead engagement on the LCR Connectivity Strategy and develop defined inclusive growth corridor plans. • Develop Local Cycling and Walking Infrastructure plans. <p>Developing our approach to rail</p> <ul style="list-style-type: none"> • Shape the development of Leeds Station, High Speed Two Northern Powerhouse Rail, Calder Valley improvements, Transpennine Route Upgrade and East Coast Mainline. • Influence and shape the regional and national rail policy and work with operators on the operational performance of the current franchises. • Develop and establish a new WYCA rail plan Develop proposals for four new rail stations to OBC <p>Developing our approach to bus services</p> <ul style="list-style-type: none"> • Support the delivery of the Leeds Public Transport Investment Programme • Support Transport Operations with their transformational programme including a review of tendered bus services and how 'mobility as a service' could benefit passengers. <p>Influencing the regional and national agenda</p> <ul style="list-style-type: none"> • Influence Highways England's Road Investment Strategy • Shape Transport for the North's investment programme. 	<p>Led by HoS with input from policy managers/officers and input from Delivery on business case development and challenge of policy agenda.</p>

<p>Develop a research programme to support our evidence-based decisions</p>	<p>Led by Research and Intelligence</p>
<p>Develop our approach to appraisal.</p> <ul style="list-style-type: none"> • Directly shape government business case guidance including the evolution of Webtag • Lead the economic appraisal and monitoring & evaluation of the West Yorkshire Transport Fund and support to appraisal of ESIF and ERDF 	<p>Led by Research and Intelligence</p>
<p>Provide a range of intelligence services to city region partners</p> <ul style="list-style-type: none"> • Develop an intelligence product portfolio • Build a research and economics function with the capacity and capability to undertake pan city region work • Drive improvements in data capture to inform service improvements and development an “Open Data” Strategy. 	<p>Led by Research and Intelligence</p>
<p>Provide evidence for policy-making</p> <ul style="list-style-type: none"> • New research mapping key LCR supply chains and their relationships to support development of the LIIS and ongoing Brexit Impact Assessment. • New primary research into firm characteristics and business culture • Finalise the HS2 Growth Strategy • Employment Land Review (to ensure we are planning for the new jobs and transformed economy we need. 	<p>Led by Research and Intelligence</p>
<p>Provide business case intelligence and scrutiny for projects through delivery</p> <ul style="list-style-type: none"> • Market intelligence for route development to support bus operators in the development of the bus network. • SMART card transactional analysis • LPTIP Monitoring and Evaluation framework • Development of the CA’s GIS tools to support project and program monitoring (within the context of formally agreed GIS strategy for the CA). • Impact assessment of the Growth Service, the LEP Capital Grants Programme, the Travel Plan Network, the large capital grant applications (over £100K). • Development of LCR Labour market information • Impact of Northern Powerhouse Rail, rail policy and CA interventions in the bus industry. 	<p>Led by Research and Intelligence</p>
<p>COMMUNICATIONS, ENGAGEMENT & MARKETING</p>	
<p>Market services and delivery of CAs, initiatives and programmes</p> <ul style="list-style-type: none"> • Communications and Engagement support across all major programmes – Provide Agency value (over £1m) worth of advice and delivery. Providing a link between communities of interest and decision making internally and with partners. • Market Employment & Skills offerings delivering higher take up rates than comparable regions in the UK. • Market Leeds City region as the Digital centre of the UK driving increases in trade & inward investment opportunities. • Market Economic Services through the ‘Growth Service’ (14 different groups of offerings) and ‘Invest Leeds City Region’. 	<p>Head of Involvement, Communications & Engagement formerly Head of Communications</p> <p>Heads of Corporate Communications & Engagement</p> <p>Head of Marketing</p> <p>Marketing Team Design Team Corporate Communications</p>

<p>Target 66% in next 3 years from base of which is an agency value of over £0.5m worth of advice & delivery.</p> <ul style="list-style-type: none"> • Market Transport Services and TravelCard offerings. Agency value (over £1m) worth of advice and delivery. • Policy & Strategy reports and analysis amplification – (over £0.3m) worth of advice & delivery. • Amplify the achievements of the CA and partners in delivering large scale transformative infrastructure projects establishing credibility with funders. • Establishment of single overarching place based narrative for the region. • Promotion, engagement and marketing of cycling and active travel and the required infrastructure 	<p>Market Research CCAG team</p>
<p>Create a full service Digital engagement, marketing and communications function delivering efficient and valued engagement channels</p> <ul style="list-style-type: none"> • A single web presence £0.3m Investment to save £0.3m per annum. • A social media strategy delivered through fewer channels in a more targeted and measurable way. Double followers & Treble engagement scores. Cost of PR/Consultation transaction to be reduced by 50%. • Establish a modern intranet platform that enables true partnership working across WYCA/LEP but also across district partners and external third parties. Cost savings target £100k p.a. • Create ICT / Communications strategy working group with savings target on planned expenditure equal to £250k p.a. • Establish a central and available Consultation & Engagement team offering advice and services to all partners and programmes to the value of £0.5m via Engagement Hub. 	<p>Head of Involvement, Communications & Engagement – formerly Head of Communications</p> <p>Head of Digital</p> <p>Head of Marketing</p> <p>Digital Team Design Team</p>
<p>Create a strategic communications and external affairs function promoting inclusive growth measures, policy choices & the region</p> <ul style="list-style-type: none"> • Overall Advertising Value Estimate measure target 2018/19 of £5m (2015/16 = £1m). • Establish real awareness and sense of presence in Whitehall & Westminster with MP partners and Officials. Devise and measure a metric. In addition minimum of 3 Westminster/London events a year and build a team WY/LCR/Yorkshire amongst MPs. • In region partnerships built upon and value delivered e.g. Welcome to Yorkshire, YEN, National Parks, IoD, CBI, Chambers, FSB, NPP and many more. Devise measure for value. • Establish an ongoing partnership programme with districts and other key delivery partners • Devolution – establish the support for and create conditions for a deal on a preferred geography with required powers. 	<p>Head of Involvement, Communications & Engagement – formerly Head of Communications</p> <p>Heads of Corporate Communications & Engagement</p> <p>Head of External Affairs</p> <p>External Affairs Team Design Team Corporate Communications</p>
<p>Use internal communications to embed the organisation's values & Enable Transformation</p>	<p>Head of Involvement, Communications & Engagement formerly Head of Communications</p>

<ul style="list-style-type: none"> • Establish a professional, high value, service orientated values driven culture across the organisation. • Support and enable transformation programmes with internal communications, channel shift, external engagement assistance. Working with all Directorates especially Transport Services and Resources Directorates. 	Heads of Corporate Communications & Engagement Corporate Communications
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Budget and Resources		
2017/18 Revenue Budget	Expenditure	£3.597m
	Income	(£0.134m)
	Net	£3.463m
2018/19 Revenue Budget	Expenditure	£6.076m
	Income	(£0.572m)
	Net	£5.504m
Net Revenue Budget change between years		£2.041m
2018/19 FTE		105.15

DRAFT

RESOURCES DIRECTORATE

Enabling the right solution

To transform our processes and support for the organisation around a business partner model ensuring that we have our own house in order as a champion for Inclusive Growth. We need to ensure high value for money, given the financial pressures we and our partners face.

2018/19 Priorities	Resource Lead
Embedding a new structure for Finance to enable more strategic focus and updating key processes to better meet customer needs and maximise efficiencies. Achieving a balanced financial outturn at year end, achieving 100% statutory compliance and paying all undisputed invoices within 30 days.	Finance Team
Embed the new procurement team and implement the procurement strategy with a specific focus on further embedding social value principles into procurement practices, ensuring there are no successful legal challenges to procurement decisions and on devising an efficiency savings programme for revenue budgets with a target of delivering 5 savings initiatives	Procurement Team
Embedding the new OD structure for the Legal Team and introducing new working practices to enable a greater customer focus. Fully implementing the GDPR action plan and new processes to ensure ongoing statutory compliance, including meeting 100% of FOI/EIR deadlines	Legal Team
Develop new process for delegations and more streamlined decision making across officers and committees to drive efficiencies, while ensuring 100% compliance with statutory requirements regarding committee agenda publication.	Governance Team
Implement year 1 of the Corporate Technology Strategy to improve the service offer and ensure efficiency - including developing a customer service management system (ITIL), defining a flexible working technology strategy, security and compliance enhancements and review of mobile equipment. Ensuring that the core network and Microsoft cloud services are available for at least 99% of the time and limiting non-critical open service desk request to 100 or below	ICT Team
Embedding the new HR structure and implementing the new HR strategy, moving to a model of more strategic focus and greater efficiency	HR Team
Updating and implementing new HR policies/strategies including the workforce development strategy and diversity strategy and initiatives to support the organisation in delivering STEM activities. Working with managers across the organisation to ensure that average recruitment times do not exceed 30 days,	HR Team

sickness absence does not exceed 6 days per annum and to achieve 11 apprentices in post across the organisation	
Implement year 1 of the 5 Year Health and Safety strategy and continue training of senior managers in Managing Safely	Health and Safety Team
Coordinate the delivery of the Phase 2 One Organisation programme to drive organisational change and further work to embed new risk and performance management processes across the organisation	Corporate Planning and Performance team
Carry out a programme of independent internal Audit reviews to enable an opinion on control environment and risk management arrangements, and to drive continuous improvement. Achieve at least 80% positive feedback through client feedback questionnaires	Internal Audit team
Moving to a partnering model across all Resources teams, creating a seamless customer service offer for corporate functions and embedding a customer service culture suited to the specific needs of the organisation	Led by Director with all teams
Further developing a seamless corporate team which provides high quality strategic advice and supporting services to the organisation in an efficient manner	All
Updating corporate systems and processes to include the specification /implementation of integrated new systems for Finance, budgeting, payroll, HR, procurement, offering a seamless resource planning offer for internal customers	All teams
Improve transparency across data and information for all Resources functions	All teams
Driving culture change through embedding our values and behaviours in all of our corporate functions and rolling these out across the organisation	All teams
Ensuring statutory compliance across all Resources functions	All teams

Budget and Resources

2017/18 Revenue Budget	Expenditure	£14.629m
	Income	(£98.184m)
	Net	(£83.555m)
2018/19 Revenue Budget	Expenditure	£15.019m
	Income	(£100.401m)
	Net	(£86.382m)
Net Revenue Budget change between years		(£2.827m)
2018/19 FTE		75.41