

West Yorkshire Combined Authority

Corporate Plan 2017/18



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Introduction

AT THE HEART OF THE UK IS A CITY REGION THAT'S REALLY GOING PLACES

"Our organisation is the driving force behind local partners' collective efforts to make the Leeds City Region known globally as a place where everyone can combine economic success with an outstanding quality of life."

Our main goal is 'inclusive growth' – ensuring the widest range of people and places are able to contribute to, and benefit from, economic prosperity.

Over the last year, on behalf of the Combined Authority and LEP Boards, we've driven forward projects, programmes and services that have had a big impact on the Leeds City Region. But this is just the beginning.

We want to show our partners what we've already achieved but, more importantly, what we plan to deliver in the next 12 months and how this will contribute towards inclusive growth in the City Region.

Our plan is ambitious but, working with our partners, we are confident that we can continue to deliver at pace to make this incredible region an even better place to live, work and do business. We hope you'll join us on this journey."

Ben Still, Managing Director of the West Yorkshire Combined Authority



Combined vision

WE WANT LEEDS CITY REGION TO BE RECOGNISED GLOBALLY AS A STRONG, SUCCESSFUL ECONOMY WHERE EVERYONE CAN BUILD GREAT BUSINESSES, CAREERS AND LIVES.



Leeds City Region is already well known as a great place to live and work. By harnessing the combined efforts of local councils and businesses, we want to make it known globally as a place of **inclusive growth** where everyone has the opportunity to combine economic prosperity with an outstanding quality of life, supported by world-class connectivity.

The Combined Authority, alongside the Leeds City Region Enterprise Partnership (LEP), and supported by our officer organisation, leads this collective vision. The LEP is led by business and local authorities, to ensure that our work meets the needs of employers in the region and supports businesses to grow. We also operate the Metro network of bus stations, travel centres and public transport information.

Working with local and national partners we are also responsible for the collective action to achieve our vision, focusing on those issues that it makes most sense to address at the city region level:

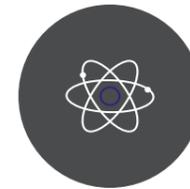
- **Long-term policies and strategies to transform the region**, focusing on the things that will have the biggest impact on prosperity and productivity here
- Giving more people in deprived communities **access to services and opportunities** so growth benefits everyone
- Bringing **new investment and decision-making powers** into the City Region to put our plans into action
- Providing a **strong, collective voice for the City Region nationally and internationally**
- **Delivering transport and other major infrastructure schemes** that create jobs and economic opportunity for all
- Providing transport and economic services that **connect people to jobs and business opportunities and improve quality of life in the City Region**

LEEDS CITY REGION: THE FACTS



NORTHERN CAPITAL

- A £64.6 billion economy and the **biggest economic contributor** to the Northern Powerhouse



INNOVATION CAPITAL

- **UK's largest regional financial centre** – 6/10 of all foreign exchange transactions worldwide are processed using software developed in Leeds City Region
- **More manufacturing jobs than anywhere in the country** – with particular strengths in textiles and component manufacturing
- Over **102,000 people working in digital roles**, with a growing digital technology sector worth £6.6 billion



HUMAN CAPITAL

- 1.4 million workforce – the **largest and fastest growing in the North**
- **3 million population** – with the most Millennials outside of London



TRANSPORT CAPITAL

- Over **£155 million Combined Authority transport investment** underway or in the pipeline this year
- Around **3.6 million journeys** are made on the West Yorkshire public transport network every week



SOCIAL CAPITAL

- Devolved programmes delivered by our partners have helped significantly **reduce youth unemployment** across the City Region
- One of the happiest regions in the country – surrounded by **three national parks and countryside**
- Leeds was recently ranked the **fifth best place to visit in Europe in 2017** by the Lonely Planet



Building our organisation

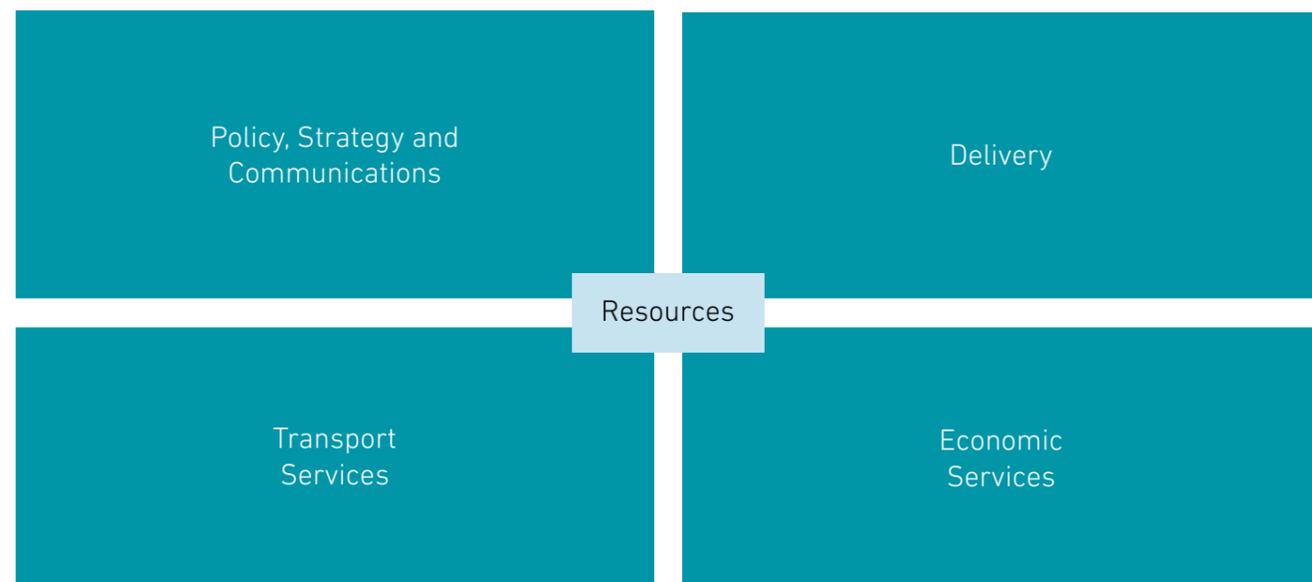
OUR COMBINED AUTHORITY WAS FORMED IN 2014 BUILDING ON 10 YEARS OF PARTNERSHIP WORKING BETWEEN CITY REGION COUNCILS.

Last year we underwent a major transformation programme - our "One Organisation" programme - and begin the 2017-18 financial year with a new organisational structure that will enable us to support the Combined Authority and LEP Boards and deliver our priorities effectively and at pace, while providing value and transparency to taxpayers.

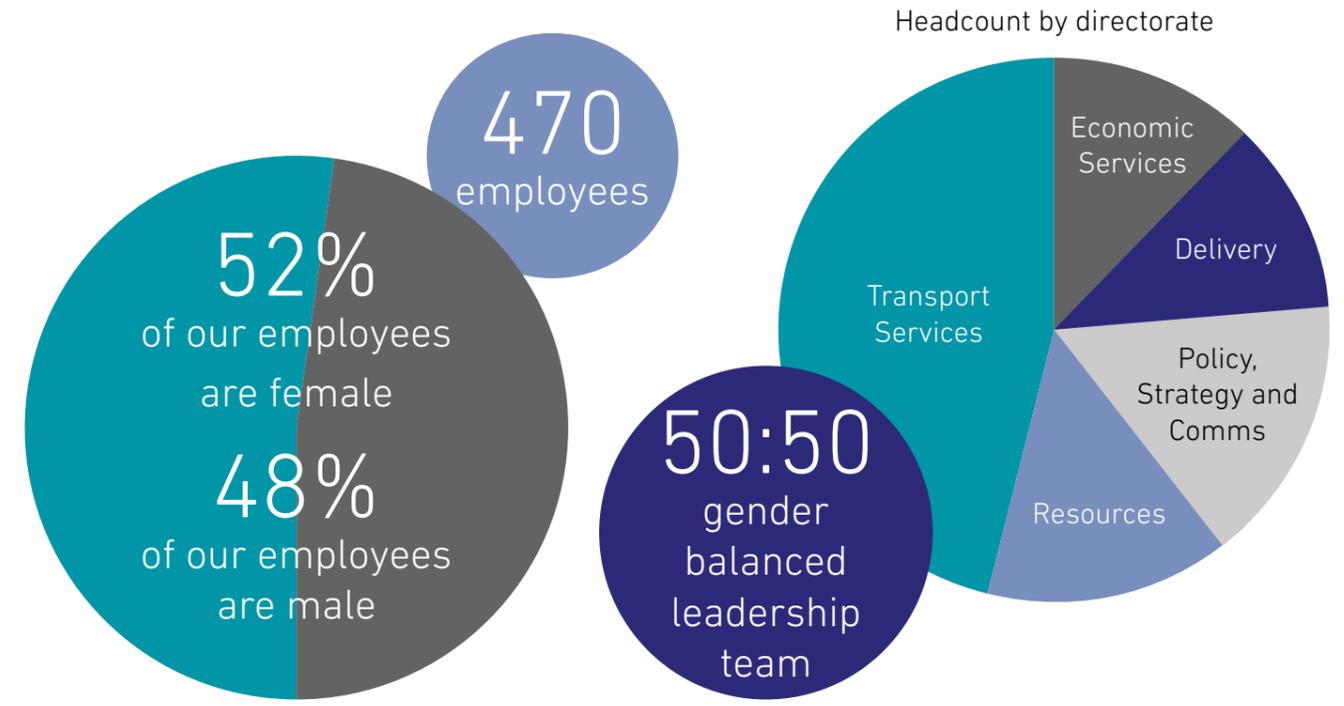
OUR STRUCTURE:

Our organisation is made up of five teams that reflect the way we now operate as an organisation:

- Our **Policy, Strategy and Communications** teams develop the policies and strategies that enable us to determine our priorities for the organisation – and secure the investment to deliver them
- Our **Delivery** teams deliver the projects set out in our strategies in a consistent, robust and transparent way
- Our **Economic Services** and **Transport Services** teams deliver services to enable people to travel across the region and create new economic opportunities
- Our **Resources** teams provide crucial support to all teams, without which the above would not be possible



OUR ORGANISATION IN NUMBERS:



Combined action

LOOKING BACK: WHAT WE ACHIEVED OVER THE PAST 12 MONTHS

Last year our corporate priorities focused on three key themes:

- **Development:** bringing together the right skills and people, creating a single organisational structure to achieve our priorities
- **Delivery:** delivering projects and services that support our priorities at an unprecedented scale and pace through our £1 billion Growth Deal and £1 billion Transport Fund
- **Devolution:** securing the further funding and powers to drive prosperity across the region, ensuring that everything we do contributes towards inclusive growth

INSPIRING FUTURE ENTREPRENEURS

Cheryl Garthwaite of Blacker Hall Farm is one of over 100 Enterprise Advisers we recruited to inspire future entrepreneurial talent across Leeds City Region. Four or more encounters with business make young people five times less likely to become NEET (not in employment, education or training.)



OUR HIGHLIGHTS 2016/17



OPENED TWO NEW TRAIN STATIONS IN THE REGION – LOW MOOR IN BRADFORD AND KIRKSTALL FORGE IN LEEDS



INVESTED £19 MILLION IN COMMUNITY BUS SERVICES



PROVIDED £10 MILLION GRANT INVESTMENT FOR SMALL AND MEDIUM SIZED BUSINESSES – SET TO CREATE 1,340 JOBS



RECRUITED OVER 100 LOCAL BUSINESS PEOPLE TO PROVIDE ADVICE AND INSPIRATION TO 130 SCHOOLS



SECURED AN ADDITIONAL £67.5 MILLION GROWTH DEAL INVESTMENT

NEW INVESTMENT IN JOBS AND GROWTH

Through the additional £67.5 million Growth Deal investment we secured last year we will put in place flood resilience packages in Bradford, Calderdale, Craven, Kirklees and Leeds that will safeguard over 11,000 jobs and 1,300 businesses.



POLICY, STRATEGY AND COMMUNICATIONS

Our Policy, Strategy and Communications teams produce the evidence-based economic and transport policies that enable us to determine our priorities for the region and secure the government and European investment to deliver them.

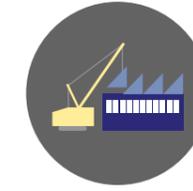
IN 2016/17 WE:

- secured an **additional £67.5 million devolved investment** from the Government's Growth Deal funding programme and submitted a successful bid for **£173.5 million Department for Transport (DfT) funding** to invest in Leeds's bus, rail and road network
- published our **Local Transport Plan**, setting out our vision for a modern, high-class, integrated transport system, and published our first Leeds City Region flood review, setting out 20 measures to **minimise the risk of future flooding** in the region
- **reached an estimated 24.5 million people** in target regional, national and international markets and generated close to £1 million worth of media coverage for the City Region
- developed the **only inclusive growth programme in the country** - creating 10 practical workstreams in partnership with our local authorities, business and the third sector



DELIVERING NEW TRANSPORT INFRASTRUCTURE

Kirkstall Forge rail station opened in June 2016 providing better transport links for this fast-growing housing and employment site. The station beat its annual forecast in its first five months of opening, with over 21,000 passenger journeys made.



DELIVERY

Our Delivery teams ensure that the major projects and schemes we invest in have the biggest possible impact on the City Region economy and represent value for money. Last year, we agreed a new **assurance framework** with government that sets out an improved approach to delivering projects in a robust and transparent way.

IN 2016/17 WE:

- **opened two new train stations** in the region – Low Moor in Bradford and Kirkstall Forge in Leeds – as well as **23km of new cycle super-highway** between Leeds and Bradford
- helped **732 households in the City Region reduce their heating bills** by installing energy-saving measures and provided a further **10,483 homes with superfast broadband access**
- **invested £8.5 million in new, world-class learning facilities** at FE colleges in Bradford, Kirklees and Calderdale



CONNECTING COMMUNITIES

We've improved the Hebden Bridge and Todmorden local minibus network to better meet the needs of the community. New destinations and environmentally friendly buses have been added to the service increasing passenger numbers by 35%.



TRANSPORT SERVICES

Our Transport Services teams make sure that people can get to work and travel across the region easily and affordably on high quality public transport. They also look after our 12 bus stations in Bradford, Calderdale, Kirklees, Leeds and Wakefield.

IN 2016/17 WE:

- **served over 1.9 million customers** at our Metro-branded travel centres across West Yorkshire
- supported inclusive growth by **investing £19 million in community bus services**
- **provided essential travel information**, accessed by 2.5 million people every month

[Click here to find out more about our Temple Green Park and Ride service](#)



THE NORTH'S LEADING INWARD INVESTMENT DESTINATION

Legal & General Capital chose Selby to launch their innovative new housing business, Legal & General Homes. Their modular homes construction factory, the largest in the world, will help to address the UK housing crisis and create over 400 jobs in the area.



ECONOMIC SERVICES

Our Economic Services teams help to create jobs and new economic opportunities in the region by attracting new business investment, supporting local firms to grow and by investing in skills development and apprenticeships.

IN 2016/17 WE:

- **supported over 2,000 small and medium-sized businesses in the region to grow** through the LEP Growth Service, and provided £10 million grant investment that's set to **create 1,340 jobs**
- recruited 109 local business people to act as "Enterprise Advisers", providing **advice and inspiration to 130 schools** resulting in **9,078 employer encounters for young people**
- **brought 21 inward investment projects into the region** – including major investments by Legal and General in Selby, Perform Group in Leeds and Geoban in Bradford – **creating almost 700 jobs**

[Click here to find out how we've helped Wakefield-based business, Eric Richmond Limited](#)

A PARTNERSHIP ORGANISATION FOR THE FUTURE

We've worked with our Board members, Chief Executives and over 180 members of staff to develop a new set of values and behaviours to ensure our approach is transparent and partner focussed.



RESOURCES

Our Resources teams provide the crucial legal, financial, HR, technology and other corporate support, without which our wider work supporting the Leeds City Region economy would not be possible.

IN 2016/17 WE:

- **oversaw the One Organisation transformation programme** and supported the organisation-wide restructure
- shaped **new values and behaviours** for the organisation that will guide how we work with our customers, our partners and each other from now on



OUR VALUES:



Championing the region



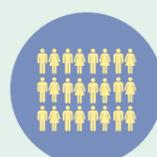
Working intelligently



Positive about change



Easy to do business with



Working together

“Securing the tools to raise our own investment and take decisions locally about how to spend this is the best way to achieve inclusive growth that works for all our residents and communities. This is why ensuring our City Region feels the benefit of full, meaningful devolution remains a top priority for us in the year ahead.”

CLlr Peter Box, Chair of the Combined Authority and Leader of Wakefield Council



Looking ahead

OUR PRIORITIES OVER THE NEXT 12 MONTHS

In 2017/18 we will move further towards making our vision of **inclusive growth a reality**, by ensuring that all of our programmes and services have an emphasis on addressing poverty and deprivation, focusing on people as well as physical infrastructure schemes.

We will be innovative in our approach to transport services, looking beyond existing support for fixed bus and rail services and instead at how we can give people greater choice and flexibility in the way they travel across the region.

And we will widen our approach to economic productivity, looking at how investment in areas such as culture, tourism and sport benefits our economy.

Underpinning all of this is the continued need for further devolution of government spending and decision-making to our local area – giving us longer-term, flexible funding streams and the ability to direct this towards those areas that will offer the greatest benefits to local people and our economy.

OUR KEY PRIORITIES 2017/18

- Do all that we can to help **secure a devolution deal** encompassing our City Region
- Deliver **inclusive growth in all that we do**; addressing poverty, social exclusion and inequality
- Ensure that all of our projects have **strong governance and clear, deliverable plans**
- **Strengthen our business growth offer** - focusing particularly on innovation, productivity and digital
- Continue our progress towards a more **efficient and customer-focused smart ticketing system** for our public transport network
- Develop a **clearer, stronger brand identity** for the organisation that supports our ambitions of raising the City Region's profile nationally and internationally

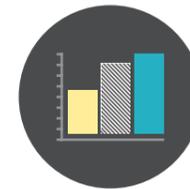
POLICY, STRATEGY AND COMMUNICATIONS



Ensure that **inclusive growth** is embedded in all of our policies and strategies and putting ourselves at the forefront of developing a local response to the Government's **Industrial Strategy** – setting out how Leeds City Region will help drive the UK's prosperity and productivity



Do all that we can to help **secure a devolution deal** encompassing our City Region and provide a strong national and international voice for the region's interests



Use **evidence and data** to shape our work – including a new transport vision for Leeds City Region – and influence the work of other bodies, such as Transport for the North and the Northern Powerhouse

DELIVERY



Ensure that all of our projects have strong governance and clear, deliverable plans – with **five major transport infrastructure projects starting on the ground** in the next 12 months



Put in place resources in our project delivery teams to support our own and our partners' programmes – including sharing resources across our partnership network to **deliver value for money as well as better outcomes**



Deliver the £173.5 million package of **Leeds transport improvements** – with £21 million to be spent in the next 12 months

[Click here to see what other transport investment is underway and being sought for Leeds City Region](#)

TRANSPORT SERVICES



Plan the next steps for our Access Bus and education services into a fuller **“mobility as a service” package**, giving people greater choice and flexibility in how they travel within the region



Continue our progress towards a more **efficient and customer-focused smart ticketing system** for our public transport network



Make our back-office and call centre services more efficient to **reduce costs and deliver better economic, social and connectivity outcomes**

ECONOMIC SERVICES



Focus our skills and education services towards inclusive growth, **giving more people skills for jobs growth** in digital, engineering, health and infrastructure, especially targeting those at greatest disadvantage



Strengthen our business growth offer - focusing particularly on innovation, productivity and digital - and invest more of our capital grant programme in growing businesses that also contribute to social value by giving back opportunities to local communities



Attract more inward investment to the region and enable firms to take greater advantage of overseas trade opportunities beyond the EU, working closely with the Department for International Trade, Chambers of Commerce and other partners

[Click here to hear why businesses are choosing to invest in Leeds City Region](#)

CORPORATE PRIORITIES



Complete the restructuring of our organisation, moving to **leaner, more flexible structures** that will help us deliver our priorities while also representing value for money to taxpayers



Developing a **clearer, stronger brand identity** for the organisation that supports our ambitions of raising the City Region's profile nationally and internationally to attract investment and jobs

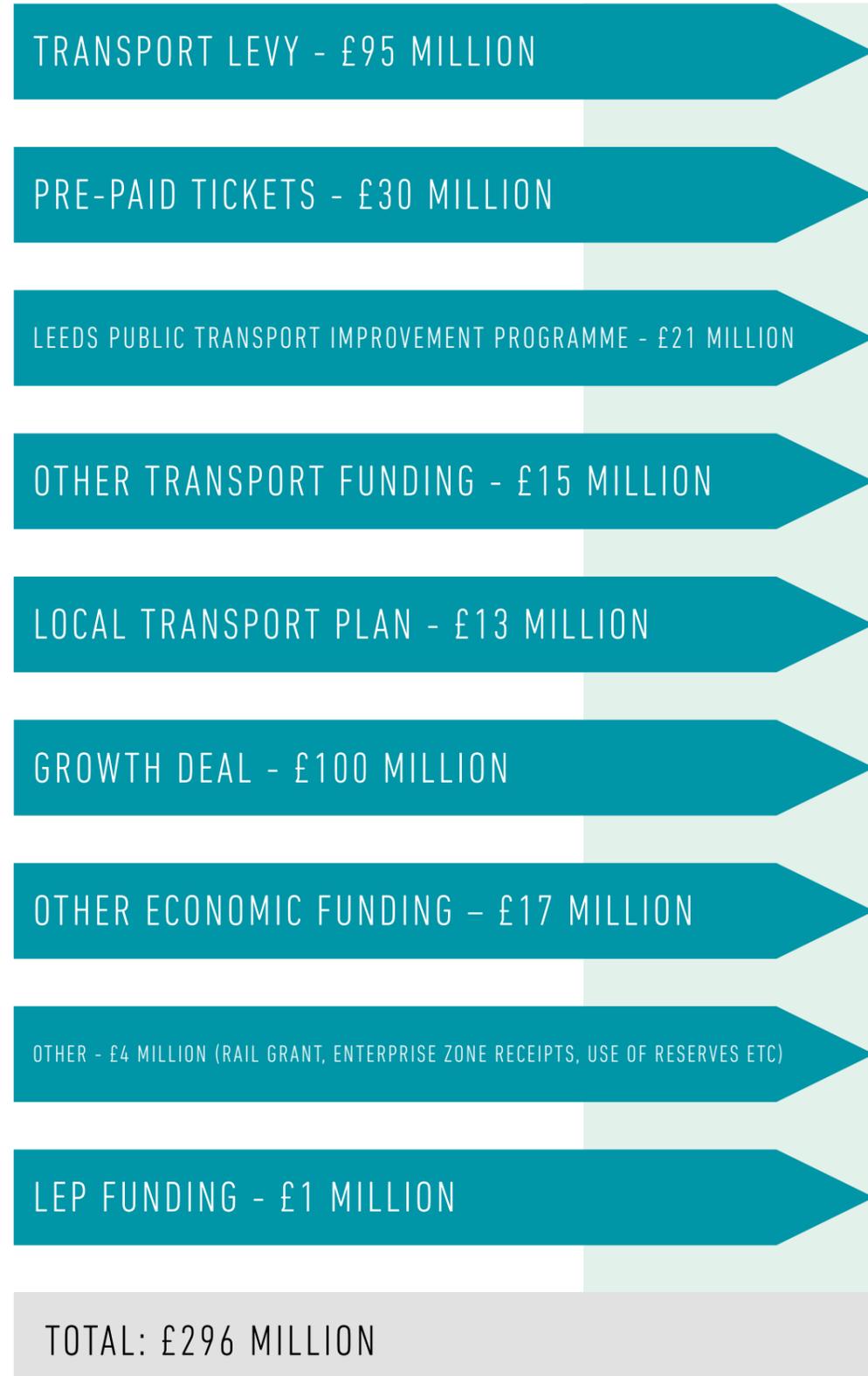


Putting in place an office accommodation strategy that will enable us to provide a **good quality, customer-friendly and resource-efficient office HQ**

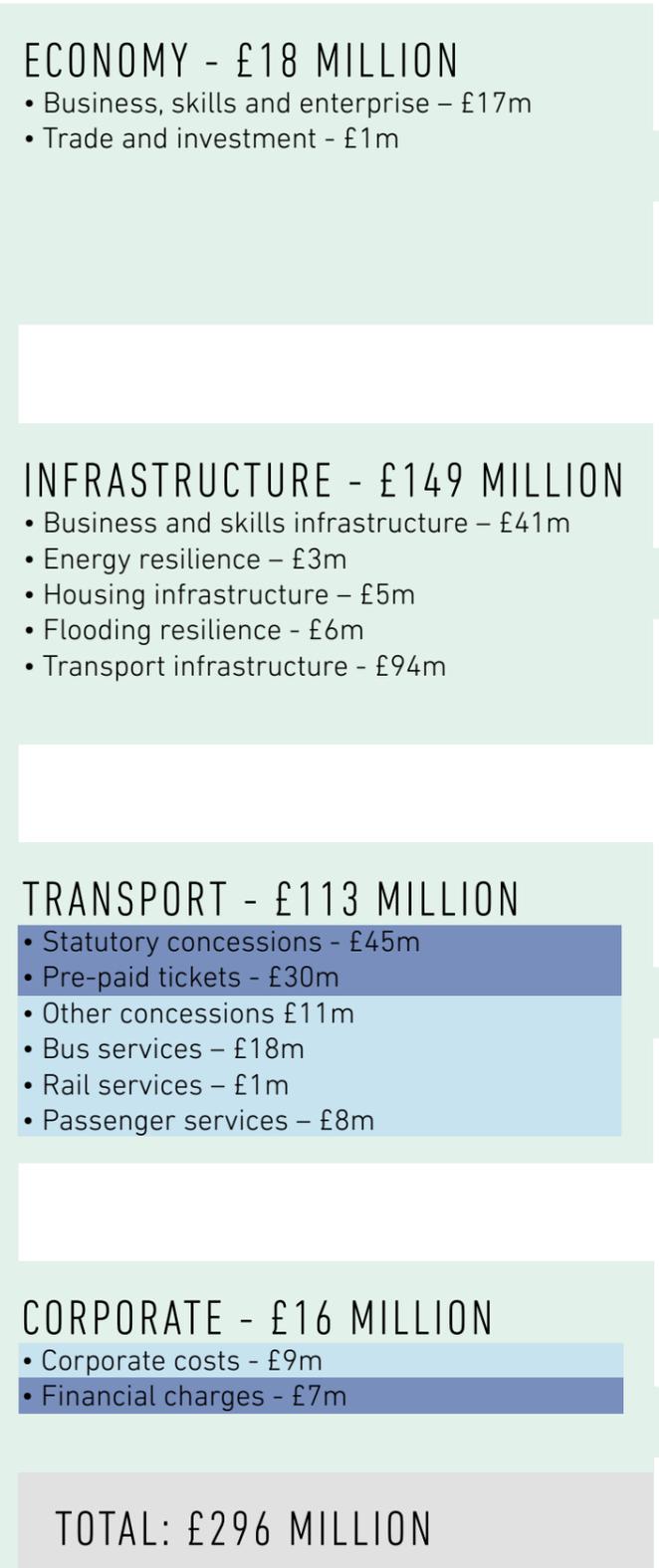


Combined prosperity

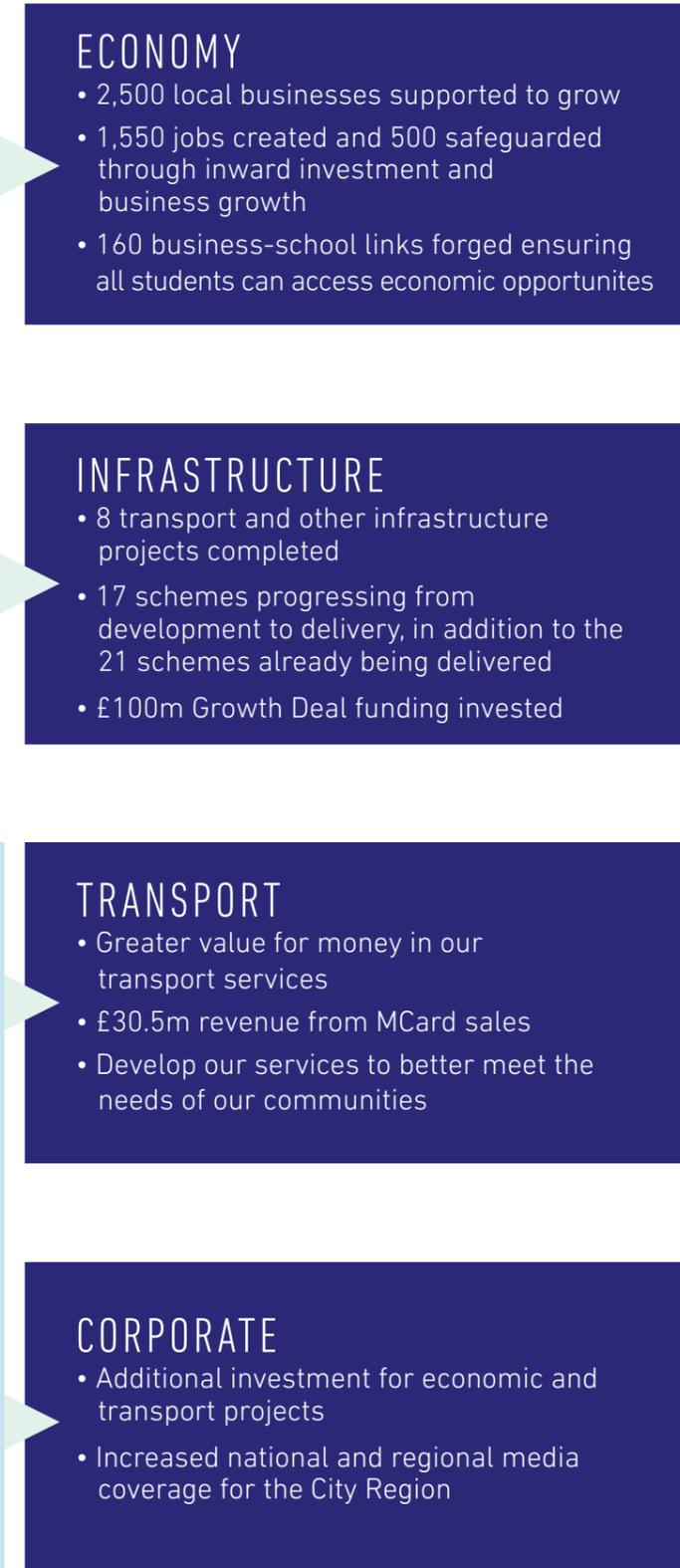
WHERE OUR FUNDING COMES FROM



HOW WE ARE SPENDING IT IN 2017/18



WHAT WE'LL DELIVER IN 2017/18



WHAT THIS MEANS



“Over the past year, we have begun to deliver at a scale and pace unprecedented in over 12 years of partnership working between City Region councils and businesses. We’ve built new rail stations and highways, provided young people with world-class college infrastructure and supported small businesses to grow and create jobs with much more to come in the year ahead.”

Roger Marsh OBE, Chair of the Leeds City Region Enterprise Partnership (LEP) and Combined Authority Board Member



Our key performance indicators (KPIs)

POLICY, STRATEGY AND COMMS		TARGET
Percentage increase in digital presence and reach across our channels		500%
Estimated advertising value equivalent (AVE) of media coverage		£2 million
DELIVERY		TARGET
Actual spend vs planned spend (Growth Deal)		Within 10%
Percentage of schemes with identified programme funding progressing from Expression of Interest to (activity one) Combined Authority decision point two within three months		90%
Number of 'live' projects in the Assurance Process		Monitor only
TRANSPORT SERVICES		TARGET
Average cost per mile of tendered bus services		£1.74
Percentage of concessionary passes ordered online		65%
Percentage of MCard ticket sales via travel centre alternatives		70%
Online interactions/enquiries as a proportion of total		97%
Value of MCard sales		£30.5m
Satisfaction with passenger information (Annual Tracker Survey)		8.2
ECONOMIC SERVICES		TARGET
Number of businesses that want to grow receiving support		2,500
Average cost per job created in businesses receiving capital investment		£12,500
Proportion of businesses supported by the Growth Service likely or very likely to recommend it		80%
Number of pupils from most deprived wards engaged through delivery of enhanced enterprise, employability and careers activity		6,000
Number of businesses supported to offer apprenticeships		1,000
Number of strategic links made between businesses and schools		160
Jobs created or safeguarded as a result of inward investment successes		1,000
Number of additional active exporters		100
RESOURCES		TARGET
Average time per transaction (requisitions/invoices /purchase invoice paid)		3 days/ 100%
Number of apprentices working for the Combined Authority		11
Development review completion rate		100%
Website availability		98%



Find out more

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WEST YORKSHIRE COMBINED AUTHORITY



LEEDS CITY REGION
ENTERPRISE
PARTNERSHIP



METRO

