



Appendix 1 – Business Plan Outcomes Notable Achievements and Risks to Delivery

NOTABLE ACHIEVEMENTS	
OUTCOME	PERFORMANCE
<p>Delivery of Capital Project at Halifax. This is a brand-new bus station and will raise the bar in customer experience and safety for public transport users</p>	<p>Works are progressing to deliver the final phase 4 with a revised completion date of the end of February. Initial survey works of the Sion Chapel have identified works required greater than expected. The opening of the new bus station will not be delayed but the relocation of Transdev into their new office accommodation within the Chapel will have to take place later than programmed. A defects schedule is being prepared for Phase 1-3 and will include 4 to ensure all defects are corrected before the Combined Authority take back full and final ownership.</p>
<p>To develop a rail strategy and pipeline that provides a rail network that enables productivity through connectivity and delivers a 21st century transport network</p>	<p>Garforth has been on site since May 2023 and due for completion April 2024. Menston works will start end of March 2024 for completion end of Feb 2025.</p>
<p>Develop the interface the Mass Transit Programme has with the Integrated Rail Plan (IRP) and associated review of Leeds Station capacity.</p>	<p>Interfaces with IRP revised remit are under development through engagement with Network Rail who are leading on work for DfT. Once interfaces and requirements are understood, they will be added into the re-baselined Integrated Master Schedule and Risk processes, and managed through the interface management processes so they can be controlled and reviewed on a regular basis.</p>
<p>Continue providing practical and impactful support to the creative industries businesses in the region.</p>	<p>Delivery began on all You Can Make It schemes under Culture, Heritage and Sport, from December 2023.</p>
<p>Develop and deliver a cross cutting approach to travel and transport campaigns, leading with an inclusive behaviour change approach to encourage</p>	<ul style="list-style-type: none"> Proactive campaign and communications development for mass transit has been considered and an awareness campaign is due to begin in the spring. Marketing materials (eg



<p>mode change (increase bus patronage, walking and wheeling)</p>	<p>standard toolkit, graphics, visuals), web development and design work, plus proposals for the awareness raising campaign and consultation are all in development.</p> <ul style="list-style-type: none">• Walk it, ride it, our high impact multi-modal behaviour change campaign has provided a blueprint for major integrated, strategic campaigns. A campaign to direct SMEs to the Growth Service is underway and Directors recently agreed a similar approach for Adult Skills.• Bus reform communications, campaign and consultation content has completed and the team delivered an extensive engagement programme. Scoping for the outcome scenarios is taking place.• A tender to support the evolution of the transport brand is out to market, to start engagement in February.• Integrated transport vision copywriting and creative are in development for rollout in February 2024.
<p>People in West Yorkshire are supported through the cost of living with food, warmth, and mental health and debt advice</p>	<p>An interim evaluation of phase 1 of the project has shown good value for money, and this is informing the design of phase 2. Phase 2 funding letters have now been signed by Districts, with local delivery beginning in the coming weeks.</p>
<p>Evolve the Combined Authority's approach to inclusive consultation and engagement, refreshing the tactics to include digital engagement and more face to face to reach further into our communities.</p>	<ul style="list-style-type: none">• Proactive planning and development of proposals for mass transit and CRSTS is in place as are publicity guidelines and consultation protocols for CRSTS. The team have supported the Bus Reform Consultation, having organised, managed and delivered 40 events throughout West Yorkshire in the last two months.



	<ul style="list-style-type: none">• Clarity is now in place for the mass transit consultation - consultants have been commissioned to lead with the team leading on young people, EDI, engagement events, promotion, Your Voice, partners and stakeholders in networks, brand management.• The development of the inclusive engagement approach and work plan has been drafted.
<p>Establish and embed community engagement programmes in order to engage with new audiences, create greater understanding of the work of the Mayor and Combined Authority and to enable those, often with protected characteristics, to be engaged and contribute.</p>	<p>Three Events have been held across the region as part of West Yorkshire Mayor's Question Time. Teams are also supporting the Mayor's Big Climate Chat engagement through local "Community Conversation" events. The team works closely with the Inclusivity Champion in particular on the development of the cross-organisational inclusive engagement strategy which is due to launch later in 2024.</p>
<p>Delivering more social value through the supply chain to benefit the region and support Net Zero ambitions through procurement and contract management activity</p>	<p>Social Value secured is expected to exceed the target. Social Value delivered can now be reported on. Evaluation training for the Commercial team has now been completed. This means the CA commercial team can now do their own evaluations.</p>
<p>The new Local Transport Plan (LTP) will set policy and targets for West Yorkshire focussing on decarbonisation, making West Yorkshire an accessible and inclusive place for all, ensuring West Yorkshire is a healthy and happy place to live.</p>	<ul style="list-style-type: none">• The case for change and evidence base are being collated.• The Governance for the LTP has been established with the districts central to the development and delivery.• Programme for the phase 1 consultation being finalised.



DELIVERY RISKS

OUTCOME

PERFORMANCE

Transform the approach to corporate marketing and communications - through a refreshed approach to brand management, colleague communications, market research and events - to ensure increased profile, consistent visual identity and language, to reach more audiences and engage colleagues, partners and stakeholders in more meaningful interactions.

The number of high-profile events in the region is increasing. Convention of the North has had a significant impact on forward planning and delivery. A Senior Events Officer has been appointed and will join in two months. Until then, the Corporate Marketing and Comms Manager is spending significant time on events as is the Head of Service. This remains marked as red as capacity does not meet the necessary resource required for current demands. Reprioritisation has already taken place in other areas of the team to support.

Implement a comprehensive Learning and Development (L&D) offer across the Combined Authority.

Demand continues to be higher than resource available.

An L&D policy has been drafted and apprenticeships strategy, workplan updated, work carried out with EDI links documented.

Apprenticeships identified a number of issues to be addressed. Emerging leaders' cohort 4 are at application stage.

EQIA training has been commissioned and in process of planning for delivery, stakeholder meeting held to inform content.

HR advisor supporting L&D leaves end February. A draft business case has been written setting out the requirement for additional L&D resource to support programmes required, talent and succession rollout etc.

Successful delivery of a programme for front line staff in transport has been well received by staff.

Management of financial risk which then enables maximum delivery against the Combined Authorities objectives.

Resource has been an issue for counter fraud work with too many investigations for the level of resource available in the team. Additional mitigation is proposed through some training to upskill all the audit team to



	be able to assist with investigations, this training took place on the 17 January 2024.
Protecting the Combined Authority's interests by reviewing and developing the commercial approach , thus enabling projects to be delivered, goals achieved and ensuring benefits are realised, and enable the ability to recycle funding.	Some workstreams in the Commercialisation project have made good progress, though investment vehicles workstream has not yet been established. Delivery of these outputs depends on resource being made available from across the organisation.
Provision of a new physical British Library presence in Leeds , increasing information services and engagement with all sectors of the community: residents, academic, business, research, and scientific communities.	Initial funding agreement signed and claimed. Alternative delivery models are under review. This will cause a further delay to progress but is a positive step to mitigate some existing challenges.
The UK Shared Prosperity Fund aims to improve pride in place and increase life chances across West Yorkshire, investing in communities and place, supporting local business, and people and skills.	Good progress has been made with over 84% of the programme now contracted and in delivery. The Pillar 3 People and Skills Call has now closed, bids are in assessment and outcome due March 2024. Risk remains on the ability to spend Pillar 3 £14m in one year. Options to consider about moving money from one Pillar to another within the Govts rules. Other key risk is that smaller organisations, including VCSE have indicated that there is limited opportunity for them to bid.
Transform the organisation's operating model to be outcome led through delivery of a comprehensive change programme (Evolution Programme).	A restructure of core teams has been completed at a high level, with successive changes required to team structures anticipated. Focus is currently on next tranche of transformation activities, working directly with COO to scope and develop these. Currently no one in post to further this work.
Reposition MCard sales strategy in post pandemic world in order to respond to changing travel habits and increase revenue through increased sales.	Awaiting resolution of Travel Plan Network (TPN) team resourcing. There is possibility that the team will not be in place until Summer 2024. More businesses contacting TPN as they either relocate within West



West
Yorkshire
Combined
Authority

Tracy
Brabin
Mayor of
West Yorkshire

	Yorkshire or are bringing people into the office more often.
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