

Vision	Our region will be recognised globally as a place with a strong, successful, inclusive economy where world-class transport, skills and digital connectivity enables everyone to build great businesses, careers and lives				
Mission	Developing and delivering economic and transport services, schemes and programmes in partnership with the public and private sectors to support the national and local recovery from the COVID-19 pandemic, while tackling the climate emergency.				
Aims	<b>Boosting Productivity</b> Helping businesses to recover from the COVID-19 pandemic and helping people find and retain good jobs.	<b>Enabling Inclusive Growth</b> Enabling as many people as possible to contribute to, and benefit from economic growth especially those disproportionately affected by the pandemic.	<b>Delivering 21<sup>st</sup> Century Transport</b> Ensuring our transport network recovers to provide the services that people need, while laying the foundations for future improvements.	<b>Tackling the Climate Emergency</b> Ensuring a green recovery and accelerating our plans for a net zero carbon economy by 2038 at the latest.	<b>Securing money and powers</b> Empowering the region by delivering our Mayoral devolution deal and preparing to become a Mayoral Combined Authority
Objectives (What we want to achieve in 2020-21)	<ol style="list-style-type: none"><li>1. Develop and implement our COVID-19 Economic Recovery Plan</li><li>2. Support business to respond to the challenges &amp; opportunities of Brexit &amp; COVID-19. Providing intensive support to over 1,000 businesses</li><li>3. Take forward the Future Ready Skills Commission, delivering better skills and training opportunities to local people</li><li>4. Develop specialised business support programmes tailored to COVID-19 recovery</li><li>5. Invest in digital connectivity</li><li>6. Deliver another 170,000 square footage of commercial space through the Enterprise Zone programme.</li></ol>	<ol style="list-style-type: none"><li>1. Provide a bus network that meets the needs of local communities in the context of COVID-19 recovery</li><li>2. Support people to access employment &amp; retrain, particularly those affected by the COVID-19 crisis</li><li>3. Work closely with schools and colleges to support our most disadvantaged young people</li><li>4. Continued delivery of [re]boot &amp; Employment Hub</li><li>5. Connect homes &amp; businesses to superfast broadband</li><li>6. Embed inclusive growth in all our policies</li></ol>	<ol style="list-style-type: none"><li>1. Restore the bus network to meet changing demand in light of the COVID-19 pandemic and adapt to a new financial environment</li><li>2. Refresh travel information to reflect changing travel behaviour</li><li>3. Introduce a Fare Deal for under 19s with a simple fare structure</li><li>4. Launch an MCard mobile ticketing app offering new products to a changed market</li><li>5. Continue to develop plans for a Mass Transit system for West Yorkshire.</li><li>6. Work with our partners to secure HS2 and Northern Powerhouse Rail for our region.</li><li>7. Start delivery of the Transforming Cities Fund, to reduce reliance on the car and promote public transport, cycling and walking.</li></ol>	<ol style="list-style-type: none"><li>1. Publish a roadmap setting out how we achieve our ambition of becoming a net zero carbon economy by 2038 at the latest</li><li>2. Deliver priority projects in the Energy Strategy</li><li>3. Help 150 businesses to lower their carbon impact through the Travel Plan Network and the ReBiz resource efficiency programme.</li><li>4. Enable 8 schemes to enter the Energy Accelerator</li><li>5. Establish a connectivity plan &amp; pipeline, promoting active &amp; decarbonised travel for all communities</li><li>6. Reduce carbon from the Combined Authority's assets</li></ol>	<ol style="list-style-type: none"><li>1. Progress formal implementation of the Mayoral devolution deal and ensure organisational readiness for the Mayoral Combined Authority</li><li>2. Complete investment of growth deal into projects by March 2021</li><li>3. Set up the Single Investment Fund and update the Assurance Framework</li><li>4. Influence the shape &amp; size of future regional funding (including the UK shared prosperity fund)</li><li>5. Maximise delivery against European funds.</li></ol>
Enablers (What will help us)	<b>Our partnerships</b>  Developing our partnerships in readiness for working together as a Mayoral Combined Authority  Work in partnership to influence Government on key priorities including strategic rail, skills and climate change.  Embed a consistent regional voice to strengthen our contribution to national debates	<b>Our systems</b>  Achieve highest standards of governance and transparency Digitising key processes to improve efficiency Embed the HR strategy & new policies on recruitment/performance management Strengthen appraisal and evaluation across our capital portfolio	<b>Our people</b>  Embed our culture change programme Develop and implement inclusive plan in response to staff survey  Establish corporate learning and development programme  Further develop the employee wellbeing strategy	<b>Our resources</b>  Accommodation project – bringing Wellington House up to modern standards  Updating corporate systems to harness new technology, improve efficiency, reduce carbon usage and facilitate inclusive growth.  Rigorous financial management	
Our Values	Working Together	Positive about Change	Easy to do business with	Working Intelligently	Championing our Region
How we will measure success	Key performance indicators across all priorities, reported quarterly to the Combined Authority  Growth Deal outputs (detailed indicators currently in development but to include metrics such as: no. businesses/individuals supported through our economic services , no. jobs brought to the Region, progress on capital projects and spending forecasts, customer satisfaction with public transport information and ticketing, % of procurement strategies including social value and carbon reduction targets associated with Combined Authority services and assets )				

Working in partnership with the



## Ways of working

**Working in partnership** with the public and private sectors

**Influencing locally and nationally** to promote the aims of our region

**Engaging with people, communities and businesses** so that they shape what we do

## Key risks, issues and assumptions




Uncertainty surrounding funding in light of the Covid-19 pandemic and the financial challenges this has presented

Impact of Brexit & Covid-19 on our businesses, our services and our supply chain

Striking the right balance between clean growth, improved productivity & Covid-19 recovery

Changes in rail franchising governance, bus company ownership and the wider post-Covid-19 transport operating environment

Managing shifting priorities in a post-Brexit /Covid-19 landscape & ensuring we maintain a unified regional voice

Vision	We lead thinking, developing policies and strategies to transform the region as an inclusive, clean economy; securing the investment and powers to put those policies into action; and championing the region's interests locally, nationally, and internationally				
Services	<div><div><b>Communications &amp; Marketing</b> To engage with people, communities and businesses to deliver a positive profile to international, national, regional and local audiences. Supporting these Corporate Priorities: </div><div><b>Research &amp; Intelligence</b> To provide a best-in-class data and intelligence infrastructure to enable informed and strategic decision making, and efficient monitoring and evaluation. Supporting these Corporate Priorities: </div><div><b>Economic &amp; Transport Policy</b> To develop transformative policies and strategies, and secure long-term funding and devolved powers to drive a clean and inclusive regional economy. Supporting these Corporate Priorities: </div></div>				
Priorities (What we want to achieve in 2020-21)	<div><div><ol style="list-style-type: none"><li>1. Create a strategic and aligned plan and approach with the business to garner stakeholder and Government support for the region's recovery post Covid-19 with strong prioritisation of a sustainable travel network, business growth and devolution.</li><li>2. Design and implement a reorganisation of the departmental ways of working to factor in the new challenges and changing landscape to include a 'newsroom' and central strategic and engagement team to enable the delivery of an aligned programme of content and messaging.</li><li>3. Establish an ongoing reputation and perception management programme, aligned to leaders' priorities, to start to generate improved national and regional share of voice on key, regionally relevant debates.</li><li>4. Develop a partnership communications and engagement programme to strengthen relationships with partners across the region.</li><li>5. Ensure an adapted communications strategy to include the agreed recovery workstreams</li><li>6. Provide a high quality, responsive consultation and engagement function to the organisation and partners.</li><li>7. Implement new "Grid" planning and information management system to align more clearly our communications activities with our corporate priorities.</li></ol></div><div><ol style="list-style-type: none"><li>1. Develop our information and intelligence assets and analytical insights needed to support recovery planning.</li><li>2. Drive project evaluation and economic appraisal to support the design of key programmes ahead of the election of the mayor.</li><li>3. Build additional capacity for evaluation so that the evaluation plan can be fully implemented and is capable of supporting the needs of the organisation in its new mayoral configuration work.</li><li>4. Ensure the CA and the LEP's analytical capability is fully focused to support the work of the West Yorkshire Recovery Board.</li><li>5. Develop indicators, targets and performance reporting to underpin the Strategic Economic Framework.</li><li>6. Provide outstanding evidence and appraisal to support key priorities – including climate emergency, devolution, inward investment, skills commission and labour markets, European project appraisal, business case appraisal, Assurance Framework, UKSPF, Brexit.</li><li>7. Improve access to key content for partners across the region by developing, managing and communicating the Combined Authority's intelligence assets across all channels and enabling client self-service; implement Open Data Strategy.</li></ol></div><div><ol style="list-style-type: none"><li>1. Develop economic and transport recovery strategies to help the region respond to Covid 19.</li><li>2. Tackle the Climate Emergency by publishing detailed carbon reduction pathways to net zero by 2038, delivering the Energy Strategy, and mobilising the Climate Coalition.</li><li>3. Progress a devolution deal to secure investment and powers, unlocking the potential of the region.</li><li>4. Finalise and implement the Local Industrial Strategy and Strategic Economic Framework and develop a pipeline of interventions across the foundations of productivity.</li><li>5. Influence the shape and size of future regional funding, including maximising delivery of European funds, the UK Shared Prosperity Fund, the proposed transport settlement, and the next Spending Review.</li><li>6. Develop and implement a pipeline of interventions across SEF priorities to enable inclusive growth.</li><li>7. Establish a rail strategy, secure HS2 &amp; NPR, develop plans for Mass Transit and future of Bus services.</li><li>8. Successful transition of Transforming Cities bids into delivery and Bus Alliance into operation.</li><li>9. Establish a connectivity plan and pipeline, promoting active and decarbonised travel for all communities and Covid-19 recovery.</li><li>10. Develop a Place Strategy articulating the full range of infrastructure needs, supporting an investment pipeline.</li><li>11. Complete delivery of the Skills Commission.</li></ol></div></div>				
Resources (What we need)	<div><div><b>Our budget</b> Gross Expenditure £6.37m Capital Recharges £0.52m Other Income £0.37m Net Expenditure £5.48m</div><div><b>Our tools and support</b> Ensuring we have access to key specialist consultancy resources where we have gaps in internal capability (and to support building internal capability) particularly in areas such as carbon impact assessment work.</div><div><b>Our key interfaces</b> Transforming Cities Fund and Transport Pipeline – Delivery and Transport Services Local Industrial Strategy – Economic Services Clean Growth Action Plan and Carbon Impact Assessment – Whole organisation Communications, Consultation and Marketing – Delivery, Economic Services, Transport</div></div>				
Values	Working Together	Positive About Change	Easy to Do Business With	Working Intelligently	Championing our Region
How we will improve our service	Directorate Improvement Plan: 1) Build capacity and capability through renewed focus on learning and development; 2) Strengthen integration of directorate services; 3) Improve systems for information development, storage and retrieval; 4) Develop working arrangements with partners.				



Corporate Priorities

  
Boosting productivity

  
Delivering 21st century transport

  
Enabling inclusive growth

  
Tackling the climate emergency

Key risks, issues and assumptions








Uncertainty funding cliff edges, Government strategy for economic recovery, and changes in Government policy.

Ensuring we have the critical mass and capability to evaluate our projects and programmes as our delivery pipeline becomes more mature and we develop the right skill sets.

Managing expectations on shifting priorities, including responding to a post-Brexit economic landscape, and ensuring we develop and maintain a unified regional voice.

Needing to ensure that we adequately manage reputational risk.



Vision	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.					<div>Working in partnership with the</div> <div>West Yorkshire Combined Authority</div> <div>Leeds City Region Enterprise Partnership</div>
Services	<div>Portfolio Management and Appraisal (PMA)</div> <div>Ensure a rigorous approach to the assurance process, including the appraisal of projects and monitoring and reporting on our portfolio, so we get the best schemes for our money</div> <div>Supporting these Corporate Priorities:</div>	<div>Economic Implementation Team</div> <div>Working with partners to deliver economic regeneration and related capital infrastructure projects. Leading in-house corporate ICT projects for the Combined Authority.</div> <div>Supporting these Corporate Priorities:</div>	<div>Transport Implementation Team.</div> <div>Working with partners to deliver transport projects which meet our strategic priorities and derive maximum benefit for the region</div> <div>Supporting these Corporate Priorities:</div>			
Priorities (What we want to achieve in 2020-21)	<div>• Meeting Growth Deal spend targets and delivering successful outcomes for communities. • Embed Clean Growth targets and measures into the design of new projects to contribute to our climate emergency priorities. • Working across directorates &amp; partners to learn lessons from past programmes in order to influence the design and scope of new programmes and ensure our readiness to deliver for the future. • Embed use of the Portfolio Information Management System with partners. • Explore opportunities for new ways of working to maximise our impact e.g. through joint venture partnerships or the Combined Authority directly delivering development projects • Celebrate the success of delivering projects as they are delivered and benefits realised.</div> <div><div><div>• Strengthen appraisals to ensure greater consistency to maximise investment in capital infrastructure to help the economic recovery of the region.</div><div>• Review and streamline the Assurance Framework</div><div>• State of readiness for Growth Deal 2024 review</div><div>• Delivery of the capital programme by influencing, checking and challenging to ensure we meet our strategic priorities and derive maximum benefit for the region</div><div>• Incorporation of CA policies and strategies into the assurance process and monitoring and reporting processes, including inclusive growth and clean growth</div><div>• Manage PIMS to ensure 'one version of the truth' and clear and concise monitoring and reporting in partnership with the Finance Team to our partners and leaders</div><div>• Planning for future funding programmes to ensure processes are in place to be able to manage them effectively</div><div>• Evaluation of funding programmes</div></div><div><div><div>• Complete investment of Growth Deal into projects by March 2021</div><div>• Ensure a 'State of Readiness' to deliver new investment through the proposed Shared Prosperity Fund and anticipated Devolution deal</div><div>• Enable capital investment in 8 low carbon projects through the Energy Accelerator</div><div>• Deliver superfast broadband connectivity to over 44,000 premises across the city region through the Broadband programme</div><div>• Reclaim brownfield land to enable over 170,000 hectares of new commercial floor space through the Enterprise Zone programme.</div><div>• Complete the Corporate Technology Programme (phase 1)</div><div>• Embed Clean Growth principles into new funding workstreams as the come forwards</div><div>• Initiate the new Future Mobility Programme (subject to funding being secured)</div></div><div><div><div>• Continued delivery of the West Yorkshire Plus Transport Fund portfolio and phase 3 of the City Connect cycling and walking programme.</div><div>• Completion of the Leeds Public Transport Investment Programme / Connecting Leeds investment programme by March 2021</div><div>• Initiate delivery of Transforming Cities Fund portfolio of projects</div><div>• Complete Wellington House Accommodation project as part of the CA's contribution to supporting Clean Growth</div><div>• Supporting our partners in business case development and project delivery, through an embedded business partnering approach</div><div>• Support partners with delivery resources and recruitment - capacity and capability to deliver</div><div>• Deliver temporary solutions to reduce car usage and encourage cycling and walking</div><div>• Explore further opportunities to engage and work with the private sector on delivery</div></div></div></div></div>					
Resources (What we need)	<div>Our budget</div> <div>Gross Expenditure £5.38m</div> <div>Capital Recharges £5.49m</div> <div>Net Expenditure £(0.11)m</div>	<div>Our tools and support</div> <div>Specialist consultancy support (technical, commercial &amp; legal) will be required as we embed our new approach to delivery of:</div> <div><div><div>• New rail stations</div><div>• Business finance</div><div>• Transforming Cities Fund</div></div><div>To provide additional capacity for district partners &amp; for appraisal of complex schemes &amp; assessment of carbon impacts</div></div>	<div>Our key interfaces</div> <div><div>• Corporate Services support - particularly Finance, Legal &amp; Procurement - across all programmes, &amp; HR for recruitment &amp; retention, learning and development, &amp; well-being</div><div>• Comms and Engagement support</div><div>• Cross-directorate representation for the Programme Appraisal Team and Strategic Assessment Review Group</div></div>			
Values	Working Together	Positive About Change	Easy to Do Business With	Working Intelligently	Championing our Region	
How we will improve our service	<div>Organisational Design structures embedded and reviewed as necessary – greater capacity, building our own, improved retention, efficient resource planning. Continuously improving appraisal &amp; consistency of business cases, monitoring and reporting. Planning for future funding – scoping and defining schemes with Policy directorate and partners to ensure rigour and deliverability, learning from the evaluation of past schemes.</div>					<div>Corporate Priorities</div> <div><div><div>Boosting productivity</div><div>Delivering 21st century transport</div><div>Enabling inclusive growth</div><div>Tackling the climate emergency</div></div></div> <div>Key risks, issues and assumptions</div> <div><div>Incorporating new / change of policies into assurance process and measuring impact on delivery</div><div>Recruitment and retention – impacted by wellbeing, market pressures, pay, learning and development, lack of clear funding stream for economic projects</div><div>Failure to deliver funding programmes within timescales or costs and capture outputs and benefits – reputational impacts</div><div>Continuing Brexit uncertainty impacting private sector investment decisions</div><div>Post 2021 economic funding. Economic Growth Deal programme ends in March 2021 with future funding still to be identified</div></div>



# ECONOMIC SERVICES DIRECTORATE PLAN ON A PAGE 2020-21 (Revised June)



**Vision**

*A vibrant and inclusive economy which attracts and enables responsible and clean business investment and helps people from all backgrounds to develop their skills, access opportunities and progress in employment.*

**Services**

**Business Support**

Provide a comprehensive service to help identify, secure and fund solutions to clean growth, inclusive growth productivity and resilience.

**Supporting these Corporate Priorities:**

**Employment and Skills**

Develop Skilled People, working with businesses and education partners to create better jobs and opportunities

**Supporting these Corporate Priorities:**

**Trade and Investment.**

Secure Investment projects which create jobs and world class assets, whilst generating global business opportunities.

**Supporting these Corporate Priorities:**

**Priorities**  
*(What we want to achieve in 2020-21)*

1. Support businesses to respond to the challenges and opportunities arising from Brexit & COVID-19. Provide intensive support to 1,000 businesses.
2. Develop rescue and recovery strategy with P&S to deliver new products fit for the new economic environment.
3. Stimulate more demand for business support and external finance through closer collaboration with the private sector intermediary community, including funders to develop and deliver a new investment fund.
4. Deliver a 'single front door' access point for investors and businesses to engage effectively with public sector funding opportunities in the City Region.
5. Encourage employers in the City Region to adopt more sustainable practices, providing 150 businesses with intensive clean growth support (through the Travel Plan Network and the Resource Efficiency Fund).
6. Secure the long-term future of the Growth Service and move towards an integrated physical hub for all business support professionals in the City Region.

1. Promote a system which delivers better outcomes at a local level, and maximise opportunities to influence national policy accordingly, through the Future-Ready Skills Commission (to be launched in Sept 2020).
2. Develop rescue and recovery strategy with P&S to deliver new products fit for the new economic environment.
3. Support people to access employment opportunities and to re-train, particularly those in sectors undergoing structural change and/or affected by the COVID-19 crisis.
4. Provide support for SMEs and levy-payers to create more apprenticeship opportunities, particularly to address an anticipated decline in demand for apprentices following the COVID-19 crisis.
5. Improve the attainment, ambition and destinations of our most disadvantaged young people by working closely with schools and colleges – including supporting them to recover from the COVID-19 crisis.

1. Maintain an effective Key Account Management service to act as a vital conduit with the region's largest employers with a particular focus on COVID-19 economic response and recovery.
2. Develop rescue and recovery strategy with P&S to deliver new products fit for the new economic environment.
3. Identify, attract and secure inward investment into the region (businesses and infrastructure), bringing 20 successful projects to the Leeds City Region and creating and safeguarding 1,500 jobs.
4. Encourage and support more businesses to sell their products in international markets, with a particular focus on communicating new trade agreements post Brexit and into China and India, assisting 200 businesses with overseas trade initiatives.
5. Raise the international profile of the Leeds City Region economic opportunities via strategic economic development and industry forums.
6. Contribute to the ongoing growth of the Creative & Digital Sector, including through the delivery of # Grow, # Welcome and the Creative Industries Opportunity Programme.

**Corporate Priorities**

**Boosting productivity**

**Delivering 21st century transport**

**Enabling inclusive growth**

**Tackling the climate emergency**

**Resources**  
*(What we need)*

**Our budget**

Gross Expenditure £11.28m

Capital Recharges £1.49m

Grant Income £9.18m

Net Expenditure £0.61m

**Our tools and support**

Evolution; Dynamics; Fame; EG Radius; Proactis; In-Tend; Policy team; Legal team; Information Governance team; Finance team; Procurement team; Research and Intelligence team. Policy and Strategy team; Marketing & Comms team; Office Facilities, external consultants

**Our key interfaces**

Working with the Policy, Strategy & Comms directorate in securing additional external funding for core programmes and services.

**Key risks, issues and assumptions**

Impact of Brexit on our businesses and our services

Securing funding to deliver existing and new products and services

Delivery of large complex programmes with multiple providers, funders and beneficiary groups

- Striking the right balance between clean growth and improved productivity

- Government funding for careers activity is available in 2020/21.

The UK leaves the EU on 31 January 2020

The required external funding from ERDF, ESF and DIT is secured.

**Values**

Working Together

Positive About Change

Easy to Do Business With

Working Intelligently

Championing our Region

**How we will improve our service**

The development and implementation of a new CRM technology will deliver a more cost-effective, central access point for the businesses and people to our services. By ensuring we maximise funding and investment in our region, to grow job and career opportunities whilst ensuring they are inclusive, accessible and environmentally sustainable for future.

# TRANSPORT AND PROPERTY SERVICES DIRECTORATE PLAN ON A PAGE (Revised June)

2020-21

Working in partnership with the

**West Yorkshire**  
Combined Authority

**Leeds City Region**  
Enterprise Partnership

Vision

**To enable more people to use sustainable transport and to ensure our property assets deliver the Combined Authority's priorities**

Services

## Customer Services

*Changing the way people plan and pay for their travel*

*Enabling more people under the age of 25 to use public transport*

**Supporting these Corporate Priorities:**



## Assets and Facilities

*Delivering the Combined Authority's Asset Management Strategy*

*Using land and property to deliver the Combined Authority's corporate priorities*

**Supporting these Corporate Priorities:**



## Mobility Services

*Changing the way people travel around the region by public transport*

*Enabling people to access employment, education and local services and facilities*

**Supporting these Corporate Priorities:**



Priorities

*(What we want to achieve in 2020-21)*

### To modernise our travel payment and information services

Our Customer Services Team;

- Enable over 150,000 under 19s and over 250,000 older and disabled people to free or discounted public transport (prior to Covid 19)
- Manage over 1million MCard sales through over 700 outlets, Metro Travel Centres online and on smart phone (prior to Covid 19)
- Answer 1.1 million travel information enquiries

The impact of the Covid 19 crisis has been;

- Short term drop in MCard sales revenue with a longer term impact from anticipated changes in travel behaviour
- Lengthy closure of the Travel Centre service

In 2020/21, we will adapt our services to meet the changed customer expectations post Covid 19 including ;

- Introduce a Fare Deal for under 19s including a simple fare structure
- Launch an MCard mobile ticketing app to offer new products to a changed market
- Refresh our travel information offer to address changes in travel behaviour and customer expectations

### To strengthen our use of property to deliver the Combined Authority's strategic objectives

Our Assets & Facilities Team;

- Manage 20 bus stations, over 14,000 bus stops and passenger shelters, 6 rail station car parks and a portfolio of non- transport assets
- Provide strategic and commercial property advice to the organisation

The impact of the Covid 19 crisis has been;

- Hygiene and social distancing requires a significant change in the management of facilities
- Reduced rental and commission income

In 2020/21, to improve our service, we will;

- Maximise the commercial potential of the Combined Authority's portfolio through the delivery of the Asset Development Plan
- Reduce carbon generation from the Combined Authority's assets through a programme of projects and initiatives
- Enable the delivery of Transforming Cities Fund projects to our operational estate
- Enable the Combined Authority to adopt new ways of working by support the Wellington House refurbishment project

### To innovate the current service offer and to explore new models of delivering bus and rail services

Our Mobility Services Team;

- Fund, plan and procure socially necessary bus services for the region representing around 15% of the bus network (prior to Covid 19 approx. 20 million passenger journeys a year)
- Procure transport services for school and college students in line with the policies of the respective Local Authority

The impact of the Covid 19 crisis has been;

- Patronage reduced to 10% of normal and consequential loss of fare revenue and commercial viability
- Shrinkage of bus network and social distancing limitations on safe capacity supported by emergency local and national funding
- Adapting school transport provision

In 2020/21, we will support the recovery of public transport post Covid 19 including;

- Restoration of bus network to meet needs of changed demand
- Adapt to new financial environment for public transport and transition from emergency funding.

## Corporate Priorities



**Boosting productivity**



**Delivering 21st century transport**



**Enabling inclusive growth**



**Tackling the climate emergency**

## Key risks, issues and assumptions

*Risk - Covid 19 longer term financial risks- bus service support, MCard sales and other revenues*

*Issue- Post Covid 19 impact on travel behaviours and customer expectations*

*Issue – potential changes in rail governance and evolution of bus service support to reflect the Combined Authority's emerging Bus Reform programme*

*Assumption - that Covid 19 restrictions and social distancing are progressively relaxed during 2020/21 enabling recovery activity*

Resources

*(What we need)*

### Our budget

Gross Expenditure £95.7m

Grant Income £2.1m

Other Income £14.7m

Net Expenditure £78.9m

### The policies and programmes we help deliver

*Strategic Transport Plan, Bus Strategy and daughter Information and Digital Payment strategies*

*Transport Fund, Connecting Leeds, Transforming Cities*

### Our key interfaces

- Bus and rail operators
- Local Councils
- DfT/ Transport for the North
- Emergency services

Values

**Working Together**

**Positive About Change**

**Easy to Do Business With**

**Working Intelligently**

**Championing our Region**

**How we will improve our service**

*We will adapt our services throughout the Covid 19 recovery period by Adapting the MCard, supporting the recovery of bus service provision, rolling out a colour coded bus information system, refurbishing Leeds Bus Station and plan similar improvements at Halifax, Huddersfield, Bradford and Dewsbury and implement schemes to reduce carbon generation from our property estate*



Vision

Enabling our customers to deliver – working together to providing support and advice, operating the right systems and processes that form the centrepiece of strong governance and accountability, and taking advantage of technical solutions to improve efficiency.

Services

Finance

Delivering a high-quality financial service, provided professional knowledge, advice and expertise.

Supporting these Corporate Priorities:



Human Resources

Enabling and supporting the organisation to manage and get the best out of its human resource. To have the right people in the right place at the right time, through robust HR policies, procedures and arrangements. Supporting and guiding staff and managers in the implementation of those.

Supporting these Corporate Priorities:



Procurement

Driving value for money, by ensuring quality outcomes that deliver financial and social benefits through procurement activities.

Supporting these Corporate Priorities:



Priorities

(What we want to achieve in 2020-21)

The team will continue to lead on the budget planning process and production of the statutory annual accounts. It will also provide full financial and management accounting support and financial transactional operations to the whole organisation through our business partnering model.

Additional transformational activities supporting becoming MCA ready include:

1. Ensure the delivery of the Finance workstream as part of the MCA ready programme
2. Progressing the implementation of a new efficient finance, budgeting and HR system.
3. Providing timely and effective financial management information to the mayor, deputy mayor, directorates and senior management, including capital and revenue financial performance figures
4. Reviewing and updating finance policies and processes and user documentation and training

The team will continue to implement phase 1 of the HR strategy, seeking to put in place the foundations for robust HR management arrangements. Specifically:

1. Ensure the delivery of the Workforce planning workstream as part of the MCA ready programme
2. Progress the directorate people management priorities identified by the business partners through business partner planning
3. Improve HR data and management information available whilst supporting the scoping, purchasing and implementation of a new HR system.
4. Devising a pay and reward strategy and updating the terms and conditions of employment for the mayoral organisation
5. Deliver improved health and safety processes and policies via the third year of the action plan.
6. Ensure the successful delivery of a TUPE transfer bringing the functions and staff of the PCC into the MCA.

The team will deliver 50 procurement projects and 15 strategic procurement projects and provide a central contract management support. Additionally:

1. Increase resource resilience / capacity.
2. Embrace new technologies to improve service offer and define future system requirements.
3. Support to organisational COVID-19 issues eg supplier resilience, manager support
4. Implement Contract management monitoring and reporting mechanisms.
5. Refresh and implement social value through procurement approach including how clean growth and lower carbon emission ambitions will be met.
6. Embed Stakeholder Management
7. Lay foundations for Category Management
8. Lay foundations for Risk Management approaches with particular focus around preparing for and managing the implications of Brexit.

Resources

(What we need)

Our budget

Gross Expenditure £6.27m  
Capital Recharges £0.087m  
Grant Income £0.054m  
Net Expenditure £6.13m

Our tools and support

The corporate technology programme will deliver tools to improve the effectiveness of both corporate services and of the organisation. Further ICT improvements planned including finance/HR systems

Our key interfaces

Corporate services provide support to all teams to deliver, and early sight of the pipeline of work enables us to plan how best to use our resource. We will be continuing to improve systems, policies and processes for the organisation.

Values

Working Together

Positive About Change

Easy to Do Business With

Working Intelligently

Championing our Region

How we will improve our service

We will continue to deliver in line with our customer service principles and focus on becoming mayor ready for next year. We will be looking at how technology including new systems can help us to continue improving and expanding the services we provide, and assist in adhering to revised processes and policies, aimed at ensuring good governance and transparency. Further resource will help provide improved information, including how to access and use our services and management information to assist all teams in achieving compliance and good decision making.

Working in partnership with the

West Yorkshire Combined Authority



Leeds City Region Enterprise Partnership

Corporate Priorities



Key risks, issues and assumptions

Risk: Insufficient resource to deliver for new and emerging priorities including devolution, successful capital bids and bus options

Issue: Requirement for further ICT investment and development to complete modernisation of systems

Assumption: That major organisational restructuring/reshaping is not required during the year

Assumption: That sufficient funding certainty exists for both capital and revenue to enable a meaningful update of the medium term financial strategy

Vision

Services

**ICT Services**  
Delivering a modern, secure and highly reliable technology service

Supporting these Corporate Priorities:



**Legal and Governance**  
Providing strategic and operational support within a framework of good governance, transparency and compliance.

Supporting these Corporate Priorities:



**Internal Audit**  
Providing assurance and advice on the effectiveness of internal controls, governance and risk management.

Supporting these Corporate Priorities:



Priorities  
(What we want to achieve in 2020-21)

The team will provide an ICT service which encourages innovation and productivity that is delivered on a foundation of security, customer service and business engagement for the complete technology life cycle. Additional transformational activities include:

1. Completing delivery of the Corporate Technology Programme (CTP).
2. Innovating and developing new ways of customer focussed working using the new technology delivered via CTP.
3. Harnessing technology to reduce corporate carbon usage and facilitate inclusive growth.
4. Developing and resourcing a new programme of technology projects in Corporate Services and across directorates, with priority given to those needed to be mayor ready.
5. Working partnership with Transport Services to develop a new Real-Time strategy and procure an updated system.

The team will continue to provide support and legal, compliance and governance advice to all areas of the organisation and members. In addition key priorities will include:

Deliver MCA ready workstreams including Mayoral order implementation and new constitutional arrangements

Driving governance & compliance – with a focus on data protection, compliance with our equality duty, internal governance and decision making and transparency .

Enabling corporate priorities – bus/rail projects, TCF, CTP.

Greater use of technology to increase agility, efficiency and transparency – extending webcasting of meetings, online self service for clients and a new case management system

Building trusted business partnerships – developing the business partner model and our training offer

The team will provide independent assurance, advice and consultation to continue to improve the internal control environment, governance and risk management arrangements. Key priorities include:

1. Delivering the annual audit plan, using agile audit techniques to improve the effectiveness of the audit work undertaken.
2. Support the work required to take on the devolved AEB.
3. Providing an annual assurance opinion.
4. Providing advice and guidance across a range of internal control matters with particular emphasis on the MCA ready workstreams and supporting clean growth corporate priorities.
5. Providing additional operational support to the business on Covid-19 related processes.

Corporate Priorities



Boosting productivity

Delivering 21st century transport

Enabling inclusive growth

Tackling the climate emergency

Resources  
(What we need)

**Our staff**  
*Include highlight staff figures.*  
  
*Aggregate figures up to give an overview of staffing within the Directorate.*

**Our budget**  
*Include highlight budget figures.*  
  
*These will be provided by the Finance Team as it is dependent on budgets being confirmed.*

**Our tools and support**  
*The corporate technology programme will deliver tools to improve the effectiveness of both corporate services and of the organisation.*  
*Further ICT improvements planned including finance/HR systems*

**Our key interfaces**  
*Corporate services provide support to all teams to deliver, and early sight of the pipeline of work enables us to plan how best to use our resource.*  
*We will be continuing to improve systems, policies and processes for the organisation.*

Key risks, issues and assumptions

Risk: Insufficient resource to deliver for new and emerging priorities including devolution, successful capital bids and bus options

Issue: Requirement for further ICT investment and development to complete modernisation of systems

Assumption: That major organisational restructuring/reshaping is not required during the year

Assumption: That sufficient funding certainty exists for both capital and revenue to enable a meaningful update of the medium term financial strategy

Values

Working Together

Positive About Change

Easy to Do Business With

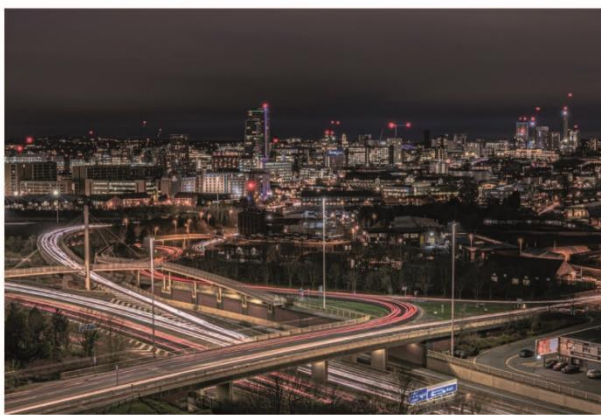
Working Intelligently

Championing our Region

How we will improve out service

We will continue to deliver in line with our customer service principles. We will be looking at how technology can help us to continue improving the services we provide, and assist in adhering to revised processes and policies, aimed at ensuring good governance and transparency. Further resource will help provide improved information, including how to access and use our services and management information to assist all teams in achieving compliance and good decision making.





# West Yorkshire Combined Authority

## Corporate Plan 2020 - 21

**West  
Yorkshire**  
Combined  
Authority

**LEP** Leeds City Region  
Enterprise  
Partnership



# Corporate Plan 2020/21

## Planning in an evolving global landscape

The year, the Combined Authority and the LEP are facing a number of extraordinary challenges, including supporting businesses and the transport network recover from the impacts of the COVID-19 pandemic, becoming Mayor-ready and tackling the climate emergency.

It is vital that we, as an organisation, take a fresh and informed approach to our Corporate Planning and produce a framework that is agile, strategic and capable of flexing to the changeable landscape we are operating in, whilst also celebrating and maximising the potential of our achievements over the past 12 months. It is also a timely moment to recognise and promote the fantastic work (in extremely different circumstances) that our staff and our partners are continuing to deliver.

Section	Content
1. Our vision	Priority-focused snapshots of our ambitions and the challenges we are facing.
2. Achievements 2019/20	Highlights of achievements and milestones from 19/20
3. How we work	Easy to read explanation of CA/LEP/Metro
4. 2020/21 plans	High level plans for 20/21 split by priority
5. Financial info	Where our money comes from and how it is spent
6. Boards and partners	CA and LEP boards with headshots Logos of our partners
7. Contact info	Ways to have your say on the CA/LEP plans

# Our Vision

**We work in partnership with public sector bodies, businesses and other organisations to champion Leeds City Region and support initiatives that make it an even more amazing place to live.**

**We are:**

**Passionate** about making sure everyone in our region has opportunities to prosper, supported by the very best job opportunities, education and training.

**Proud** of our diverse range of communities and determined to support them recover from the impacts of the COVID-19 pandemic.

**Focused** on preparing our region for a new Mayor in 2021 and the extra powers and funding our historic devolution deal for West Yorkshire offers.

**Ambitious** in our commitment to become a net zero carbon economy by 2038 (at the latest) and determined to take advantage of the opportunities this will bring.

**Informed** and connected, bringing together the experts to help our region's businesses through our Economic Recovery Board, connecting those who need it with the support they need to safeguard their futures, while developing their people, products and services.

**Committed** to improving our infrastructure to make it easier and safer to walk and cycle, while also providing support to people who want to make the switch away from their cars.

**Pioneering** in our integrated approach to skills with our new Adult Education Budget to create a devolved system that works for employers, individuals and training providers.

**Our work focuses on four key areas:**

**Tackling the climate emergency** – Ensuring a green recovery and accelerating our plans for a net zero carbon economy by 2038 at the latest.

**Boosting productivity** - Helping businesses to recover from the COVID-19 pandemic and helping people find and retain good jobs.

**Enabling inclusive growth** - Enabling as many people as possible to contribute to, and benefit from, economic growth, especially those disproportionately affected by the pandemic.

**Delivering 21st Century transport** - Ensuring our transport network recovers to provide the services that people need, while laying the foundations for future improvements.



## **The challenges we face**

So far, 2020 has been the most challenging year the Combined Authority and the LEP have ever faced. The global impact of the COVID-19 pandemic has been unprecedented, and the long-term health and economic repercussions are still unknown. We have been at the forefront of our region's response to the pandemic, setting up an Economic Recovery Board to ensure businesses can survive the immediate economic shock while putting long-term measures in place. We've expanded our support services to help the thousands of people whose jobs have been put at risk or who have been made redundant. And we have also had to keep our transport network running safely for the thousands of people, especially key workers, who rely on it daily.

Like many public sector organisations, we have had to rapidly refocus our resources. This has had an impact on our previously agreed priorities for 2020, as well as our long-term ambitions for the region. Adapting to this changing environment requires a flexible and agile approach, which is reflected in our corporate priorities for the coming year.

# Achievements 2019/20

## ***Images and case studies to be added.***

Working together, the Combined Authority and the LEP have achieved a number of milestone goals throughout 2019/20 that will have a long-lasting positive impact on our region and the people who live, work and study here.

### **Making History: A Landmark £1.8 billion Devolution Deal**

West Yorkshire is strongest when it works together to deliver for all its communities. Our partnership has grown and strengthened over more than a decade, from the Leeds City Region Leaders Board to the West Yorkshire Combined Authority working with the Leeds City Region Enterprise Partnership. In March 2020, that partnership was strengthened even further when the five councils of West Yorkshire agreed the largest ever devolution deal with the Government.

This historic and transformative £1.8 billion deal includes a Government commitment to support the development of a West Yorkshire Mass Transit System and investment from the Transforming Cities Fund which, with the other resources available through the deal, will enable the delivery of the full pipeline of West Yorkshire transport projects submitted in the region's bid.

The deal includes a new Mayor for West Yorkshire who will be elected in May 2021 to give our region a stronger national voice, and a commitment to work towards policing and crime powers to be transferred to the Mayor in 2024.

The deal is just the beginning. Becoming a Mayoral Combined Authority will empower West Yorkshire to continue working with the Government to secure further powers and funding to achieve our long-term ambitions.

### **Tackling the climate emergency**

The Combined Authority, the LEP and the five councils of West Yorkshire formally declared a climate emergency in July 2019 supported by a whole range of partners from across business, industry, academia and the community. To demonstrate the scale of ambition and commitment to tackling this urgent crisis, we set an ambitious target of achieving a net zero carbon West Yorkshire economy by 2038, with significant progress by 2030.

We have

- Declared a Leeds City Region climate emergency and launched a programme of work to determine how we will transition to a net zero carbon economy by 2038.
- Invested £10.19 million in the next phase of flood alleviation across seven projects in the Leeds City Region safeguarding 23,177 jobs and 500 businesses from flood risk.



- Contributed to cleaner air by installing 44 ultra-low emission vehicle charging points for taxis, cars and vans.
- Completed measures to improve energy efficiency in 1,041 homes, saving 37,000 tonnes of carbon saved over the lifetime of the measures - the equivalent to taking 19,000 cars off the road.
- Paid out 59 Resource Efficiency Fund grants helping save businesses nearly 2 million kWh of energy – enough to charge every Nissan Leaf electric car sold in UK at least twice.
- Worked with 16 projects across the City Region which will result in carbon savings of 250,000 tonnes of CO<sub>2</sub> – the same amount of energy used to charge 31 billion smart phones – through our Energy Accelerator programme.
- Begun a review of all our capital projects to assess their carbon impacts and determine how such impacts can be mitigated.

## **Boosting productivity**

Our region is home to a workforce of 1.1 million people, over 90,000 businesses and an economy larger than that of several European countries. One of our key aims as an organisation is to encourage more businesses to start up in our region, or relocate, to bring the highly skilled jobs we need to grow our economy and improve career options for people from all walks of life.

We have:

- Supported 3,025 businesses in our region to grow and become more productive with 1,035 receiving intensive support.
- Developed five new business support programmes to respond to the changing economy and business needs, including a scheme to support 60 firms to secure new investment.
- Supported 1,465 people improve their skills in areas businesses have identified as being in shortage
- Attracted global investors to our City Region creating 1,700 jobs.

## **Enabling inclusive growth**

Within West Yorkshire, we recognise that our economy doesn't always work for everybody, and our region doesn't contribute as much to the rest of the country as it could. Enabling inclusive growth is essential, not just for West Yorkshire to 'level up' nationally, but to

reduce inequality. This starts with enabling people to access further and higher education, life-long career support and access to a reliable transport network.

We have:

- Identified 10 priorities that must be addressed in order to create a devolved skills system that works for employers, individuals and training providers.
- Launched one of the UK's first special educational needs and disability Careers Hubs, where 29 schools and multiple major employers have been linked to help transform careers education for pupils.
- Engaged with more than 67,000 people on 29 projects ranging from transport to the economy to regeneration to major construction through our YourVoice website.
- Supported over 18,000 disadvantaged students with careers education.
- Provided accessible transport services to over 4,800 passengers with personalised transport needs.
- Held seven pop-up business advice events in more disadvantaged areas.
- Ensured that 98% of business growth programme grant recipients are contributing to Inclusive Growth outcomes.
- Supported over 2,900 individuals in skills shortage areas to upskill.

### **Delivering 21<sup>st</sup> Century transport**

Historically, investment in transport has not kept pace with economic and population growth, resulting in congestion on our roads and overcrowding on public transport. With our partners, we're working to create efficient transport infrastructure that connects our communities, making it easier to get to work, do business and connect with each other.

We have:

- Invested £60 million from our Growth Deal in improvements to bus, road and rail travel.
- Developed plans to build new railway stations at Elland, Leeds Bradford Airport, White Rose and Thorpe Park, working closely with our partners and local communities.
- Helped around 5,000 people who are unable to use regular bus services get out and about through our AccessBus services.
- Enabled 40,000 young people to travel to school by coordinating services on behalf of our partner councils, with a £3 million investment.



- Introduced discounts on our MCard 'My Day' product in August 2019 and froze the price of all young person's MCard tickets in January 2020.
- Supported 6,500 unique MCard uses per week.
- Worked with 60 businesses and 24 schools through our CityConnect programme to help more people to travel by bike and on foot.
- Helped 730 people benefit from free adult cycle training and encouraged more than 2,600 people to log a ride on our online cycle challenges.
- Added 18.5km of high quality, segregated routes, to our region's growing cycling and walking network, including Bradford's Canal Road Cycleway, Leeds City Centre Cycle Superhighway and a series of towpath improvements on the Rochdale Canal around Hebden Bridge.

# How we work

*To include images and case studies.*

## **Democratically elected governance**

Our work is led by Combined Authority members and the LEP Board. The Combined Authority's membership is made up of democratically elected councillors from our West Yorkshire partner councils of Bradford, Calderdale, Kirklees, Leeds and Wakefield, plus Leaders of opposition groups, the Leader of York and the Chair of the LEP. The LEP Board brings together business and council leaders to ensure that we deliver services and investment across the full City Region and supports businesses to grow.

## **Action built on partnerships and collaboration**

The Combined Authority and the LEP work to a shared vision of creating a Leeds City Region which is recognised globally as a place with a strong, successful economy where everyone can build great businesses, careers and lives supported by world-class transport, housing and digital connectivity, and are supported by a single organisation.

We work closely with our five partner councils to ensure we are aligned on our shared ambitions and are mutually supportive towards achieving our long-term goals. We also work in partnership with the NP11 – the 11 Northern LEPs – to strengthen our voice, combining that effort, where appropriate, with business, industry and community groups.

## **A refocused LEP geography**

In January 2020, following a comprehensive review, the LEP refocused its geography to concentrate on West Yorkshire and our five partner councils. However, the Combined Authority and the LEP still work closely with our regional partners, particularly in York, Harrogate, Craven, Selby and Barnsley. This change enables us to target our investment and resources more strategically whilst also remaining aligned to our regional partners.

## **Championing West Yorkshire passengers**

We operate the Metro network of bus stations, travel centres and public transport information in West Yorkshire. West Yorkshire faces significant challenges with an overreliance on private cars which leads to congestion on our roads and overcrowding on our buses and trains. We're investing in a wide range of schemes to improve public transport, create more cycle and walking routes and planning for a region-wide mass transit system.



## 2020/21 plans

### ***Images and case studies to be included.***

Over the next 12 months our focus will be on supporting our region to successfully recover from both the short and long-term impacts of the COVID-19 pandemic and preparing to become a Mayoral Combined Authority. This joint commitment will be at the heart of everything we do as we work with our partners to ensure we emerge as a stronger, more resilient region ready to maximise the opportunities our devolution deal presents, and deliver more for our communities and local people.

### **Tackling the climate emergency – Ensuring a green recovery from the COVID-19 pandemic and accelerating our plans for a net zero carbon economy by 2038 at the latest.**

- Publish a roadmap setting out how we achieve our ambition of becoming a net zero carbon economy by 2038 at the latest, and the policies needed to get there.
- Deliver priority projects in the Energy Strategy.
- Enable a further eight low carbon schemes to be supported by the Energy Accelerator.
- Complete the installation of a further 44 ultra low emission vehicle charging points around the region.
- Help 150 businesses to lower their carbon impact and support employees to walk or cycle to work through the Travel Plan Network and the ReBiz resource efficiency programme.
- Reduce carbon generation from the Combined Authority's assets through a programme of projects and initiatives.
- Establish a connectivity plan and pipeline, promoting active and decarbonised travel for all communities and Covid-19 recovery.

### **Boosting productivity - Helping businesses to recover from the COVID-19 pandemic and helping people find and retain good jobs.**

- Developing and implementing our COVID-19 Economic Recovery Plan.
- Support businesses to recover from the COVID-19 pandemic and respond to the challenges and opportunities of Brexit, providing intensive support to 1,000 businesses.
- Develop specialised business support programmes tailored to COVID-19 recovery.
- Finalise and implement the Local Industrial Strategy and Strategic Economic Framework and develop a pipeline of interventions across the foundations of productivity.

- Complete delivery of the Future Ready Skills Commission - an independent Commission of experts and leading thinkers working to create an improved skills system for the UK and deliver better outcomes at a local level.
- Support people to access employment opportunities and to retrain, particularly those in sectors affected by the COVID-19 crisis.
- Complete investment of Growth Deal into projects by March 2021 helping to create and safeguard jobs across the Region.
- Deliver another 170,000 square footage of commercial space through the Enterprise Zone programme.

**Enabling inclusive growth - Enabling as many people as possible to contribute to, and benefit from, economic growth, especially those disproportionately affected by the pandemic.**

- Helping our most disadvantaged young people achieve their goals by working closely with schools and colleges – including supporting them to recover from the COVID-19 crisis.
- Work with schools and colleges in disadvantaged areas to boost careers advice.
- Provide support for SMEs to create more apprenticeship opportunities, particularly to address an anticipated decline in demand for apprentices following the COVID-19 crisis.
- Deliver superfast broadband connectivity to over 44,000 premises across the city region through the Broadband programme.
- Support people to access employment opportunities and to re-train, particularly those in sectors undergoing structural change and/or affected by the COVID-19 crisis.

**Delivering 21<sup>st</sup> Century transport - Ensuring our region's transport network recovers from the impact of the COVID-19 pandemic whilst laying the foundations for future improvements.**

- Restoration of the bus network to meet the needs of local communities, adapting to a new financial environment for public transport and a transition from emergency funding.
- Continue to develop plans for a Mass Transit system for West Yorkshire.
- Work with our partners to secure HS2 and Northern Powerhouse Rail for our region.
- Deliver new high quality cycle and walking routes through Phase 3 of the City Connect programme and provide temporary cycling and walking solutions to reduce car usage.

- Introduce a Fare Deal for under 19s bus travel with a simpler pricing structure, price freezes and discounts.
- Launch an MCard mobile ticketing app to offer new products to a changed market.
- Refresh how we provide travel information to address changes in behaviour and customer expectations.
- Start delivery of an ambitious programme of transport infrastructure improvements through the Transforming Cities Fund, to reduce reliance on the car and promote public transport, cycling and walking.
- Continue input to the Integrated Rail Plan, which will inform how to quickly bring forward rail improvements for the North of England alongside HS2.



## Financial information

### ***Financial graphs to be included.***

Capital funding comes through the LEP Growth Deal, our West Yorkshire-plus Transport Fund and other investment grants that support our capital infrastructure programmes, including improvements to road, rail and cycleways, regeneration schemes, new college facilities and housing developments.

The Combined Authority only spends two per cent of Growth Deal funding on delivery costs – compared with an average of 15 per cent elsewhere in the UK. We also bring in Government, European and private sector funding to support our economic services and support for businesses.

Private sector sponsorship pays for increasing amounts of our trade and investment work to attract new companies to the region, and we generate income through our bus stations and sales of MCard.

As a public body we must ensure that our budget is balanced. The majority of our revenue funding comes from the transport levy that West Yorkshire councils collect as part of their council tax and other transport funding.

Of this, £47 million goes directly towards providing free travel for senior, blind and disabled people, which is a statutory obligation. The rest goes towards local priorities, including concessionary fares for young people, socially necessary bus services for vulnerable people or those living in isolated areas and travel information services.

Like all public bodies, we face financial pressures and consistently look for ways to save money and improve efficiency, particularly in our corporate services. We have developed a Capital Investment Strategy and are also working on a Medium Term Financial Strategy which will identify, over the next three years, how we will make savings from services in line with the reduced revenue funding available to our council partners.

## Boards and partners

**Insert headshots of the CA board**

**Insert headshots of the LEP board**

**Insert logos of our partners**

**Insert headshots of our Directors**

## Contact us

**Insert contact information including links to YourVoice and CA & LEP social media channels**

### **West Yorkshire Combined Authority**

40-50 Wellington House,  
Wellington Street,  
Leeds,  
LS1 2DE

All information correct at time of writing (July 20)