

OVERVIEW AND SCRUTINY COMMITTEE

**MEETING TO BE HELD AT 11.00 AM ON FRIDAY 20 MARCH 2020
IN COMMITTEE ROOM A, WELLINGTON HOUSE, LEEDS**

A G E N D A

- 1. APOLOGIES FOR ABSENCE**
- 2. DECLARATIONS OF DISCLOSABLE PECUNIARY INTERESTS**
- 3. POSSIBLE EXCLUSION OF THE PRESS AND PUBLIC**
- 4. MINUTES OF THE MEETING HELD ON 17 JANUARY 2020**
(Pages 1 - 10)
- 5. WEST YORKSHIRE DEVOLUTION**
To receive an update on West Yorkshire devolution deal announced in the 11 March 2020 Budget and discuss the implications of a directly elected Mayor of West Yorkshire for governance and scrutiny arrangements.

To follow: The West Yorkshire Devolution Deal document will be circulated to committee members when it is published by the government.
(Pages 11 - 14)
- 6. CORPORATE PLAN, BUSINESS PLANS AND KEY PERFORMANCE INDICATORS (KPIS)**
To scrutinise the draft corporate plan and key performance indicators (KPIs) for 2020/21 and the latest 2019/20 performance data.
(Pages 15 - 44)
- 7. SCRUTINY WORK PROGRAMME**
To consider the work programme, future agenda items, key decisions, and receive any updates from spokespersons and working group leaders:
 - Cllr P Harrand (Chair): corporate & strategic issues
 - Cllr J Baker (Deputy Chair): environment (climate change working group)
 - Cllr S Baines: business growth (business grants working group)
 - Cllr D Foster: transport
 - Cllr D Jones: employment and skills
(Pages 45 - 66)

8. DATE OF THE NEXT MEETING - 22 MAY 2020

Signed:

A handwritten signature in black ink, appearing to be the initials 'B. M.' with a horizontal line underneath.

**Managing Director
West Yorkshire Combined Authority**

MINUTES OF THE MEETING OF THE OVERVIEW AND SCRUTINY COMMITTEE HELD ON FRIDAY 17 JANUARY 2020 AT COMMITTEE ROOM A, WELLINGTON HOUSE, LEEDS

Present:

Cllr Peter Harrand (Chair)	Leeds City Council
Cllr Stephen Baines	Calderdale Council
Cllr James Baker	Calderdale Council
Cllr Paul Davies	Kirklees Council
Cllr Stephen Fenton	City of York Council
Cllr Dot Foster	Calderdale Council
Cllr Yusra Hussain	Kirklees Council
Cllr David Jenkins	Leeds City Council
Cllr David Jones	Wakefield Council
Cllr Peter Kilbane	City of York Council
Cllr Christine Knight	Leeds City Council
Cllr Edward Pearson	City of York Council
Cllr Richard Smith	Kirklees Council
Cllr Rosie Watson	Bradford Council
Cllr Geoff Winnard	Bradford Council

In attendance:

Khaled Berroum	West Yorkshire Combined Authority
Dave Pearson	West Yorkshire Combined Authority
Ben Still	West Yorkshire Combined Authority
Angela Taylor	West Yorkshire Combined Authority
Aaliyah Younis	West Yorkshire Combined Authority

31. Apologies for absence

The Chair welcomed new member Councillor Paul Davies to his first meeting and apologies were received from Councillors Jacob Goddard, Graham Isherwood, and Betty Rhodes.

32. Declarations of Disclosable Pecuniary Interests

There were no declarations of disclosable pecuniary interests.

33. Possible exclusion of the press and public

There were no items requiring the exclusion of the press and public.

34. Minutes of the meeting held on 15 November 2019

Resolved: That the minutes of the meeting held on 15 November 2019 be approved pending an amendment to record Cllr Richard Smith's apologies.

35. Strategic transport issues – sale of bus companies, HS2 & rail reviews and Transforming Cities Fund

The Committee considered a report of the Director of Policy, Strategy & Communications on strategic transport issues and their potential impact on the West Yorkshire Combined Authority.

- The sale of West Yorkshire bus operators (First and Arriva) and the Combined Authority's possible participation;
- The Transforming Cities Fund submission.
- The potential impact of the Blake-Jones Review, Williams Rail Review and Oakervee HS2 Review on the Combined Authority;

The following were in attendance for this item:

- Councillor Kim Groves, Chair of the Transport Committee
- Ben Still, Managing Director
- Dave Pearson, Director of Transport Services

Questions and discussion focused on the Combined Authority's possible participation in the sale of bus companies in West Yorkshire and the Committee learned and concluded the following:

Influence over the current bus network

- There is a serious disproportion in that the Combined Authority spends around £70 million a year (almost a fifth of its total spending) on bus services but has very little control over the bus network.
- The authority needs some degree increased of control over services if it is to deliver on its strategic objectives and promises, such as increasing bus use, budget efficiencies in subsidies and tackling climate change.
- Consequently, it is right that the Combined Authority is pursuing all legal and feasible options – pending technical advice – and is not counting anything out at this stage.

Details of the sale

- It is understood that First has put up their entire UK operation for sale, but the structure of the sale is not yet known. Possibilities include a buyer purchasing the entire UK operation outright or smaller bids for regional operations.
- Different regions perform differently commercially. Ultimately, any buyer will seek to maximise commercial value, which is bigger in urban areas than in rural areas.
- First West Yorkshire is largely profitable but there is a disparity across districts where some urban areas, such as Leeds, are more profitable for the company than other areas.
- If First sold the West Yorkshire operation alone, it would likely attract many buyers as it is currently profitable. However, if it opted to sell

the West Yorkshire operation together with neighbouring regions, it might generate less interest.

- It was felt that the large pension deficit liability might be one of the possible factors behind the First company being put up for sale and that this must be taken into account by any buyer or participant in the sale.
- First is a large local employer and any implications for employees must be taken into account regardless of what happens next.
- It is also understood that First plan to streamline their operations in the run up to the sale and conversations between First and the Combined Authority on how this will affect passengers are ongoing.

Legal and technical advice

- Legally speaking, the Bus Services Act 2017 says a combined authority cannot form a company itself, or with others, to operate buses. However, the Act is silent on whether a combined authority can purchase shares in a company that might run bus services.
- The Combined Authority has contracted a consultant to seek advice and understand the full breadth of options available to it, what the authority legally can and can't do, and determining as far as possible the profile, structure, assets and liabilities of the First company – including pensions.
- Scrutiny will be able to see the report, strategic advice and the commercial, legal, and operational information – possibly under exempt rules as any conditions of Non-Disclosure Agreements are unknown at this stage.
- Officers are also in contact with colleagues at the Greater Manchester Combined Authority who are currently working on possibly franchising bus services in their area after a similar sale.
- Officers have also agreed to share anything they learn with counterparts in neighbouring areas such as York, North Yorkshire and South Yorkshire. This was written into the consultation commission.
- Once the bidding stage begins, potential bidders, including the Combined Authority if it chooses to do so, will gain access to the data room which will provide far more detailed and comprehensive information.
- Though, non-disclosure agreements (NDAs) will likely also come into effect at this time and must be managed carefully so scrutiny's role can be properly conducted.

Other options and franchising

- Participation is not limited to an outright purchase of the company. It could consist of purchasing strategic assets such as the bus depots, which are essential to managing bus services.
- In Greater Manchester, Transport for Greater Manchester (TfGM) is considering purchasing the bus depots and franchising the services.
- Franchising allows the authority to choose services, routes and fares but the public take on the revenue risk.
- According to the Bus Services Act 2017k, only mayoral combined authorities can choose to franchise services.

- For non-mayoral combined authorities, the consent of the Secretary of State for Transport is required.
- This would include a new parliamentary order either granting specific permission to the West Yorkshire Combined Authority, or all non-mayoral combined authorities in future, to franchise services.
- The previous Transport Secretary and departmental officials gave 'positive indications' but the process of approval from the Secretary of State is unclear and untested.

Systemic transport network issues

- Hypothetically, if the Combined Authority simply bought the company, it would be in the same position as the previous company running bus services in the current imperfect transport system.
- Like the issues in Northern rail, the idea that public ownership or franchising of bus services is a magic bullet should be dispelled.
- There is no cost-free or quick solution to improving the bus network, including Franchising. In any case, further public funding will be needed.
- In Greater Manchester, Phase 1 (reform) of the plan to franchise is expected to require further spending to bring the existing bus network to a level where Phase 2 (growth) can begin to be implemented and benefits realised.
- There are numerous challenges in all modes of transport, including bus, that needs resolving with investment in infrastructure and logistics.
- Regardless of who owns or runs the bus companies, the issue of road traffic on certain routes and in general must be tackled.
- One large element in bus reliability is road traffic. Work has been ongoing for some time on key bus route corridors to identify improvements in road infrastructure to help buses shorten journeys and time spent in traffic. Infrastructure improvements on a corridor-by-corridor approach could be as transformative for West Yorkshire buses as any change in ownership or control of services.
- The entire transport network as a whole requires reform in a holistic approach – bus, mass transit and rail.

Reliability of buses and other modes of transport

- Based on feedback, it was felt that reliability and affordability are the public's priorities. The current system is broken and buses are too unreliable and expensive, especially if travelling on multiple buses and companies on a route. Taxis are often cheaper and more reliable.
- Despite the long-term downward trend in people using buses since the 1980s, there is still an optimism that bus patronage can be increased – particularly by targeting young people.
- It was also argued that it is necessary to increase patronage as without an increase in public transport use, increased congestion will hinder growth in urban areas and be detrimental to the environment and public health.
- The Combined Authority's simple-rate daily 'MyDay' ticket concession aimed at young people has led to a 55% increase in bus use in that demographic.

- There is also other best practice to learn from in the North, such as in Liverpool where patronage has increased by 12% - though this requires further study.
- It must also be accepted as part of a wider strategic approach to the transport network, that some communities – such as rural ones – might not be best served by bus but by other modes of transport such as rail and, potentially, mass transit – which the region desperately lacks.
- While the Combined Authority has long argued for a mass transit system in Leeds and West Yorkshire, they do have an effect on bus services. Greater Manchester has seen some issues of competition between tram and bus services.
- There is still a large disparity within West Yorkshire in terms of transport infrastructure which limits some communities' options. Many areas are lacking clean buses which Leeds has in abundance and other areas lack rail stations to access rail.
- A need for increased reliability is something the public share with businesses and employers. An affordable, reliable bus network gets people to work on time, anywhere in the region.
- The possibility of businesses and developers contributing to funding services should be explored more closely.
- The Combined Authority already has services, such as the Travel Plan team, that market sustainable travel and bus passes to local companies that it can build on in terms of business engagement and buy in.

Resolved:

- i) That the report be noted and the Committee's feedback and conclusions be considered further.
- ii) That the Chair, Deputy Chair and Transport spokesperson be kept updated on developments regarding the sale of bus companies and be given a copy of the consultant's report and advice complete.
- iii) That a briefing note exploring potential employer and developer contributions to bus services be provided to scrutiny members.

36. Draft budget and business plans 2020/21

The Committee received a report of the Director of Corporate Services outlining the work underway to progress the draft revenue and capital budget and directorate business plans for 2020/21.

The following were in attendance for this item:

- Ben Still, Managing Director
- Angela Taylor, Director of Corporate Services
- Dave Pearson, Director of Transport Services

The Committee discussed, learned and concluded the following:

Budget and spending

- Future budget reports could present, in list or table form, changes from the previous year's budget and what impact assessments have been conducted.
- An explanation of when the authority has chosen to make a saving and where there was a change in government or other capital funding arrangements could also be useful.
- Most spending is directed towards transport services and project delivery and much less spent on social issues such as skills and housing.
- This imbalance between transport to non-transport spending is due to capital funding for certain areas, such as housing, skills and the environment, being more limited and ringfenced.
- Although it was felt that there was a relatively large amount spent on PR/marketing and consultants compared to other areas, marketing and consultant research activity and spending includes spending on skills, transport, inward investment and housing that require marketing. The Combined Authority operates a centralised marketing operation instead of placing marketing spend under the relevant service areas.

Mayoral devolution:

- Mayoral devolution would likely provide more funding and flexibility in spending.
- Prior to the election, the government had previously indicated that it was unwilling to pursue a Yorkshire-wide devolution deal according to the same model in the existing mayoral city region devolution areas such as Greater Manchester and West Midlands.
- Instead the government asked each sub-region of Yorkshire to consider separate proposals – South Yorkshire, West Yorkshire, York / North Yorkshire and the Humber.
- The government's increased majority in the election and intention to draft a white paper on devolution is expected to have strengthened the government's position and their desire to conclude outstanding devolution deals in key economic areas like West Yorkshire.
- As of this week, South Yorkshire leaders and ministers announced they are now moving forward with their Sheffield City Region devolution deal which will now unlock further mayoral funding over 30 years.
- They did so on the basis of a letter from the government clarifying that they might consider a Yorkshire devolution model in the future.
- There is an optimism and desire on all sides to conclude a deal in West Yorkshire and council leaders are due to meet with ministers soon to discuss next steps.
- The date of any mayoral election in West Yorkshire will be part of the negotiations.
- If the date is relatively far in the future, interim mayor arrangements might be necessary.
- An interim mayor would be appointed by a meeting of the Combined Authority and it is understood that there would be no special election

but any interim mayor must be a currently elected individual – a councillor, police commissioner or MP.

- In terms of precedent, in Greater Manchester, the interim mayor for several years before the first mayor was elected in 2017, was the police and crime commissioner for Greater Manchester.

LEP geography changes

- Committee members received an email from the LEP Chair, Roger Marsh, the previous evening outlining changes to the Leeds City Region LEP's geography.
- The Leeds City Region LEP's position was that the overlapping geographies represented a functional economic area and was working well.
- When the government required LEPs to eliminate geographical overlaps, the Leeds City Region LEP expressed a hope to merge with the York & North Yorkshire LEP to create a new LEP covering West and North Yorkshire, in order to retain the overlapping north yorkshire areas.
- However, the York & North Yorkshire LEP have now decided not to pursue a merger any further.
- Consequently, the Leeds City Region LEP Board has reluctantly voted to change its geographical footprint to the five West Yorkshire authorities only – Bradford, Calderdale, Kirklees, Leeds and Wakefield.
- The LEP will retain the Leeds City Region name and brand.
- There might be changes in governance arrangements in the near future as north yorkshire representatives currently sit on the LEP Board and other panels.
- The Combined Authority and LEP will seek to retain strong partnership working and cooperative governance arrangements where possible with neighbouring authorities regardless of whether they are members of the LEP or combined authority – and continue to keep the situation under review.
- All existing spending and programmes in non-West Yorkshire authority areas will continue as contracted.
- As the government has yet to unveil the details of the UK Shared Prosperity Fund – its post EU funding mechanism – it is not known how or if geography changes will affect funding allocations in the future.
- Previously, funding was determined and apportioned according to the whole LEP area, not on a district by district basis.

Resolved:

- i) That the report be noted and the Committee's feedback and conclusions be considered further.
- ii) That the Chair be kept informed of devolution developments and any changes in governance arising from the change in LEP geography.

37. Combined Authority performance monitoring and overview

The Committee received a report of the Director of Corporate Services updating the Committee on a range of corporate performance matters including 2019/20 budget monitoring, corporate plan key performance indicators (KPIs), risk management and the assurance framework.

The following were in attendance for this item:

- Ben Still, Managing Director
- Angela Taylor, Director of Corporate Services
- Dave Pearson, Director of Transport Services

The Committee noted that the internal audit report on risk management concluded a 'limited assurance'. This was due to inconsistencies in risk management processes across different service areas. A revised risk management strategy, which addresses the internal audit report's recommendations, is being considered by the Governance & Audit Committee meeting on 23 January 2020.

It was argued that although many KPI targets are marked green and are being achieved, the impact is low as the outcomes are relatively small when compared to the region's needs. Examples included:

- Better Homes Yorkshire programme is marked green for enabling 526 (out of 750 target) homes to become more energy efficient but this is a very small fraction of total homes in need of help in the Leeds City Region.
- 11 ULEV electric charging points have been installed to date, marked green, but similarly they are a small fraction of the amount of charging points needed to make an impact.

The Managing Director agreed and noted that the targets do not represent the Combined Authority's ambition but only what is possible with the capital funding available to the Combined Authority. The authority continues to put forward the case that more funding be provided so that essential schemes can be maintained or expanded.

Resolved: That the report be noted and the Committee's feedback and conclusions be considered further.

38. Scrutiny Work Programme 2019/20

The Committee considered a report of the Scrutiny Officer outlining the 2019/20 Work Programme and received verbal updates from spokespersons.

Following a referral from a Kirklees councillor and a recent issue at Leeds City Council where an inclusive growth workshop for members did not initially include colleagues from neighbouring councils, the Chair suggested to the committee that he look further at the system of cross border working, consultation and communication between partner authorities. It may involve setting up a task and finish group to investigate further, depending on

preliminary conversations with officers. The Chair will report back to a future meeting, advising on next steps.

Both working group leaders (Cllrs Baines and Baker) suggested that, due to the elections, purdah and Christmas break, they aim to report back at the May meeting instead of the March meeting as initially planned.

The environment spokesperson (Cllr Baker) noted that the Green Economy Panel scheduled for 28 January 2020 had been 'cancelled' and is now a private members workshop. It was suggested that the climate change working group review the Panel's work as part of its workplan.

The transport spokesperson (Cllr Foster) suggested that scrutiny keep a close eye on the situation with Northern Rail and focus more on scrutinising cycling and walking on the transport agenda considering the declaration of a climate emergency.

The newly appointed skills spokesperson (Cllr David Jones) provided an outline of a meeting with the Combined Authority's Head of Employment and Skills and suggested that, amongst other things, that thought be given to how apprenticeships are being used to support the region's strategic training needs, how to improve a promising programme of school engagement and what work is ongoing to reach traditionally 'hard to reach groups'.

Resolved:

- i) That the work programme be noted.
- ii) That the Chair's intention to investigate the system of cross border working, consultation and communication between partner authorities be noted.
- iii) That the climate change and business grants working group terms of reference be noted.
- iv) That the working groups' intentions to report back at the 22 May 2020 meeting instead of 20 March 2020 meeting be noted.
- v) That the selection of Cllr David Jones as employment and skills spokesperson be ratified and spokesperson updates be noted.
- vi) That the forward plan of upcoming key decisions be noted.

39. Date of the next meeting – 20 March 2020

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Report to: Overview and Scrutiny Committee

Date: 20 March 2020

Subject: **West Yorkshire Devolution**

Director: Alan Reiss, Director, Policy, Strategy and Communications

Author(s): Sam Turner

1. Purpose of this report

- 1.1 This report updates the Overview and Scrutiny Committee on matters related to devolution.
- 1.2 This report allows an opportunity for Overview and Scrutiny Committee to discuss the deal and the future role of the Committee in scrutinising the work of the Combined Authority.

2. Information

Background and main Issues

- 2.1 On 19 December 2019, the Leaders of West Yorkshire and York councils and the Chair of the Leeds City Region Enterprise Partnership wrote to the Prime Minister highlighting the opportunities and challenges for the region across key areas with specific requests for Government support on devolution, skills, transport, tackling the climate emergency and development of mass transit proposals.
- 2.2 The letter to the Prime Minister also identifies reaching a devolution settlement as an “urgent priority” and sets the goal of making significant progress, “with a view to agreeing a way forward” which can be announced in the Government’s first budget. The letter states:

“Our urgent priority is to secure the benefits of devolution for all our communities. This is a vital part of completing the devolution map across the country and will enable us to drive economic growth, tackle the climate emergency and regenerate, strengthen and level up our towns.”

We seek to build on the progress made following your speech in Rotherham supporting Yorkshire-wide collaboration and opening up negotiations on a possible Leeds City Region agreement, alongside making progress towards devolution for all parts of Yorkshire. We ask that these productive discussions continue, with a view to agreeing a way forward that can be announced in your Government's first budget."

2.3 West Yorkshire Leaders met with the then Exchequer Secretary, Simon Clarke MP and then Northern Powerhouse Minister Jake Berry MP on 29 January 2020, where it was agreed that formal negotiations would begin to create a devolution deal for the City Region.

2.4 Leaders met again with the now Minister of State for Housing, Local Government and Communities, Simon Clarke MP, on 27 February to continue discussions.

Devolution deal agreed

2.5 A devolution deal between West Yorkshire and Government was announced by the Chancellor of the Exchequer at the 11 March 2020 Budget. The deal is the biggest of the devolution deals agreed so far and includes:

- £38 million per year for 30 years into West Yorkshire Investment Fund with significant freedoms to spend on local priorities
- Government commitment to work with West Yorkshire to develop modern mass transit system through access to a new five-year integrated transport settlement
- £317 million to invest in public transport, cycling and walking through Transforming Cities Fund with local flexibility on delivery
- A £25 million fund to support the development of a British Library North in Leeds
- Control of the £63 million annual Adult Education Budget for West Yorkshire
- £500,000 of Government funding to support master-planning in Bradford City Centre to maximise regeneration opportunities from Northern Powerhouse Rail
- Funding for the next stage of development of the outline business case for Leeds station redevelopment.
- £3.2 million to support the development of a pipeline of housing sites across West Yorkshire.
- £200,000 Government funding for collaboration at a Yorkshire-level through the Yorkshire Leaders Board

2.6 The West Yorkshire Devolution Deal document includes references to future scrutiny arrangements and is expected to be published by the government shortly but could not be included in this pack as it had not been made public at the time of publication. It will be appended to the agenda pack as a supplement and sent to scrutiny members as soon as it is published. A further verbal update will be given at the meeting.

3. Financial Implications

- 3.1 The devolution deal will result in at least £1.8bn of additional Government investment coming to the region.

4. Legal Implications

- 4.1 The devolution deal requires endorsement by each of the constituent councils, followed by a statutory process including consultation.

5. Staffing Implications

- 5.1 The devolution deal is likely to have an impact on the staffing arrangements at the Combined Authority.

6. External Consultees

- 6.1 No external consultations have been undertaken. The statutory process to bring the deal into force requires a public consultation,

7. Recommendations

- 7.1 That the Overview and Scrutiny Committee note the report and consider the role of the Committee in the context of the West Yorkshire devolution deal.

8. Background Documents

None.

9. Appendices

None – the West Yorkshire Devolution Deal document will be appended as a supplement to this agenda pack and sent to committee members when made available by the government.

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Report to: Overview and Scrutiny Committee

Date: 20 March 2020

Subject: **Corporate performance monitoring and overview**

Director: Angela Taylor, Director of Corporate Services

Author(s): Jon Sheard, Louise Porter

1. Purpose of this report

- 1.1 To provide the Overview and Scrutiny Committee with an update on a range of corporate performance matters.

2. Information

- 2.1 This report provides an update on corporate performance with specific information on budgets, performance against strategic objectives and corporate risk management

Revenue Budget Monitoring 2019/20

- 2.2 A summary of the 2019/20 current revenue spend to budget as at January 2020 is attached at **Appendix 1**. A brief commentary and RAG rating has been included to identify budgets that need further review. There are no 'red' areas of concern to report. Regular reporting on variances has been provided to the Combined Authority, Governance and Audit Committee and also to Senior Management meetings.
- 2.3 The approved annual revenue budget in February 2019 included a £1.2 million deficit to be funded from general reserves. Following a recent forecasting exercise the year end position is estimated to be £0.38m and this improved position results in money going into the general reserve rather than being taken out. The forecast is also included on **Appendix 1**.
- 2.4 The general reserves are therefore forecast to be approximately £7m as at the end of the financial year. At this stage the proposal is to retain general reserves at this level to help manage emerging pressures including Brexit, work on bus options following the announcement of the proposed sale of First Group's bus operations and 'cliff edge' funding for a range of projects.

2019/20 Corporate Plan

- 2.6 The Combined Authority's Corporate Plan for 2019/20 sets out the detailed proposals and targets for the current financial year. It is structured around four overarching corporate priorities of Boosting productivity, delivering 21st Century transport, enabling inclusive growth and supporting clean growth.
- 2.7 In order to measure the organisation's specific contribution to meeting these four corporate objectives, a set of key performance indicators have been developed and are routinely monitored. A summary of progress against these indicators for the year to date is provided in **Appendix 2**.
- 2.8 The analysis of performance against objectives to date reflects a positive position overall. The majority of the indicators are assessed as green, indicating objectives supporting the strategic aims and themes for the region are on track to being achieved.
- 2.9 The more detailed directorate by directorate key performance indicators which are used by internal teams to routinely measure their performance, are also provided at **Appendix 2**. Where indicators have been assessed as 'amber' or 'red' a commentary is provided to provide details of the reasons for this. It should also be noted that there is a time lag in obtaining data for some of these indicators and as such the results shown in **Appendix 2** are generally results up to the end of January 2020, but with some exceptions.

2020/21 Corporate Plan and performance monitoring

- 2.10 The Combined Authority approved the 2020/21 budget and accompanying business plans for the organisation at their meeting of 6 February 2020. These business plans set out the objectives to be delivered by the Combined Authority and the LEP over the next financial year, broken down by directorate and a copy of these plans are attached at **Appendix 3**. The content of these plans is currently being used to draft the annual Corporate Plan.
- 2.11 Alongside the detailed business plans each directorate has developed a set of proposed Key Performance Indicators for 2020/21 to manage progress against their detailed objectives these are also set out in detail at **Appendix 4**.

Corporate risk update

- 2.12 In line with the provisions of the Corporate Risk Management Strategy, regular review of the key strategic risks affecting the organisation continues to be undertaken and the corporate risk register updated accordingly. A summary of the headline strategic risks currently contained within the corporate risk register is provided at **Appendix 5**.

3. Clean growth implications

3.1 Clean growth objectives and priorities are included in the business plans, and the budgets seek to include where possible resource to address this work.

4. Financial Implications

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

5. Legal Implications

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

6. Staffing Implications

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

7. External Consultees

7.1 No external consultations have been undertaken.

8. Recommendations

8.1 That the Overview and Scrutiny Committee considers the report and provides any comments or recommendations.

9. Background Documents

None.

10. Appendices

Appendix 1 – 2019/20 revenue spend against budget

Appendix 2 – 2019/20 KPI's update

Appendix 3 – Directorate business 'plans on a page'

Appendix 4 – 2020/21 KPIs

Appendix 5 – Corporate risk update

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West Yorkshire Combined Authority - Revenue Budget Summary				83%				
Title	2019/20 Budget £	January 2020 Actual £	% of Full Year Budget			RAG	Previous RAG	Forecast 2019/20 £
Expenditure								
Salary & Pay Related Costs	23,574,623	17,608,325	75%	Higher vacancies than originally budgeted				20,867,632
Indirect Employee Related Costs	385,450	373,716	97%	Spend in line with budget / forecast.				395,638
Premises Related Costs	6,249,646	5,598,152	90%	High forecast reflects urgent / unplanned works at bus stations				6,872,934
Travel, Transport & Subsistence Related Costs	121,662	118,307	97%	Spend is higher than budget.....potential small overspend				127,694
Member Related Costs	219,000	169,864	78%	Spend in line with budget / forecast.				218,146
Office Supplies & Services	544,573	536,831	99%	In year savings used for purchase of office supplies				676,726
ICT & Telephony Costs	2,614,132	2,225,066	85%	Some ICT / telephony costs paid in advance (eg line rentals)				2,663,466
Professional & Consultancy Fees	2,196,070	2,561,529	117%	Forecast reflects approved work on bus options, future investment fund and consultancy on capital schemes (recovered)				2,458,175
Marketing & PR Costs	2,079,896	1,436,827	69%	Forecast higher than budget due to approved NP11 project administered by the CA (matched by income)				2,528,802
Insurance	304,900	300,561	99%	Annual invoice paid. Forecast includes excess on claims				382,900
Operator Payments (Transport)	25,601,325	22,489,468	88%	Savings target from Qtr4 - revised budget profile needed				25,824,467
Pre Paid Ticket Cost	34,125,000	27,869,284	82%	Matched by income				34,125,000
Concessions	56,446,802	45,860,675	81%					55,309,123
Additional Pension Costs	2,301,600	2,063,423	90%					2,206,100
Financing Charges	5,465,000	743,338	14%	Main costs accrued at year end and higher interest earned forecast (short term investments)				4,454,000
Grants	2,337,597	1,442,198	62%	Low spend as held in 'projects' until year end when moved to revenue - will balance to income				2,427,542
Other Miscellaneous Costs	5,080,894	949,991	19%	Forecast underspend reflects a number of projects not starting as planned - impact on income forecast too				3,187,152
Contribution to External / Related Parties	326,912	133,368	41%					372,931
Additional Savings Target	(1,046,619)	0	0%	Vacancy target to offset against savings in pay budget.				0
Total Expenditure	168,928,463	132,480,923	78%					165,098,428
Income								
Rail Admin Grant	(878,000)	(878,000)	100%	Full year received in advance				(878,000)
LEP General Funding Income	(1,234,000)	(1,379,086)	112%	Income forecast higher than budget due to grant received for LEP review work.				(1,484,000)
Growing Places Fund Interest	(300,000)	(519,112)	173%	More interest received than originally budgeted				(500,000)
Enterprise Zone Receipts	(1,958,320)	(1,490,337)	76%	Forecast higher than originally budgeted, as EZ sites develop.				(2,307,000)
Transport Levy	(93,198,000)	(93,198,000)	100%					(93,198,000)
Bus Service Operator Grant (BSOG)	(2,063,592)	(2,063,592)	100%	All received at the start of the year.				(2,063,592)
Education Contribution to Transport	(6,768,000)	(4,531,380)	67%	Income forecast broadly in line with the budget.				(6,708,000)
Bus Station Tenant Income	(1,713,725)	(1,136,768)	66%	Prudent forecast on tenant income for the year.				(1,387,542)
Bus Station / Services - Other Income	(2,758,297)	(1,549,702)	56%					(3,086,354)
Admin Recharges	(2,485,223)	(2,065,069)	83%	Includes accruals in the actual				(2,732,601)
Capitalisation of Revenue Costs	(7,740,378)	(5,703,103)	74%	Broadly in line with forecast				(7,175,514)
Pre Paid Ticket Income	(34,125,000)	(27,869,284)	82%	Matched by expenditure				(34,125,000)
Other Income	(12,507,279)	(5,058,089)	40%	Low income reflects a number of projects not starting as planned - impact on spending budgets too.				(9,829,841)
Total Income	(167,729,814)	(147,441,523)	88%					(165,475,444)
Net Expenditure	1,198,649	(14,960,600)						(377,016)

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Policy, Strategy and Communications KPI monthly snapshot 2019/20: Results for Apr 2019 - Jan 2020				
Measure	Target	Current YTD result and RAG status		Result notes
Strategy				
Development of the City Region Strategy (replacement SEP). To include near completion of Local Industrial Strategy	Milestones - End March 2020 with interim production of City Region Strategy elements	G		Draft priorities now in place. LIS Evidence base nearing completion now geography confirmed. Engagement is complete and the drafting process is well underway ahead of submission planned for 31 March. Overall development slightly behind target due to geography change.
Development of a funding framework	Milestones - A framework that prioritises how we bid for opportunities that align with objectives with a review of local funding options completed	G		Bid management framework now being used effectively
Amount of external funding secured since April 2018	Tracker - total amount secured	N/A		No RAG rating - provided for information only 7 bids submitted so far, outcomes not yet known
No of bids submitted and how many we win	Tracker - count number of bids and percentage successful	N/A	7	No RAG rating - provided for information only Outcomes not yet known, TcF through to next stage
Proportion of European Structural and Investment Funds allocated	100%	G		Final ERDF local Calls now published - expected 95% commitment before decommitted funds are pooled to the national Reserve Fund. With regard to ESF all local Calls published close
Set out how we will work with our partners to achieve ambitious carbon reduction targets for the Leeds City Region, to become a net zero carbon city region by 2038 at the latest, with significant progress by 2030		N/A		Science-based targets established in Q1, followed by extensive stakeholder engagement culminating in a series of sector workshops, the creation of the Climate Coalition and the setting of the target in early-July. Our corporate clean growth policy and action plan were endorsed by the Combined Authority in October. Held sessions with local authority partners to agree a series of collaborative climate emergency projects (and secured £100k to support this work). Commissioned a comprehensive emission reduction pathway study to support the work of the existing Energy Strategy and to determine how to meet the new zero carbon 2030 and 2038 targets. Secured funding to commission a carbon impacts study to strengthen the Combined Authority's decision making in light of the climate emergency. Secured £6m to create REbiz that will support SMEs identify and implement cost effective improvements in energy and resource efficiency. Set out our regional ambitions at the Northern PowerHouse's Energy and Clean Growth Conference (exhibitions and talks).
Number of proactive responses to relevant consultations/reviews to influence Government Policy	As prioritised by DMT, to include at least: Spending Review, Low Pay Commission consultation	N/A	8	No RAG rating - provided for information only
Business, Workforce and Productivity				
Number of policy 'playbooks' completed to stage 5 of the policy cycle, resulting in a preferred option to address the City Region's objectives	Eight across business and workforce issues	R		A number in development but not completed as yet due to reprioritisation.
Place				
Number of consultation responses on Local Plans and Strategic Planning Applications that supports the spatial priorities set out in the SEP	Tracker - count	N/A	3	No RAG rating - provided for information only
Number of planning applications commented on to maximise funding opportunities and improvements for sustainable transport, inclusive growth and productivity	Tracker - rolling average (currently 21 per month)	N/A	122	No RAG rating - provided for information only
Energy and sustainability				
Commence detailed feasibility work on the new Energy Strategy and Delivery Plan	Commence detailed feasibility work on 10 projects within the new Energy Strategy and Delivery Plan by April 2020 Develop a corporate programme by April 2020.	G		Science-based targets established in Q1, followed by extensive stakeholder engagement culminating in a series of sector workshops, the creation of the Climate Coalition and the setting of the target in early-July. Our corporate clean growth policy and action plan were endorsed by the Combined Authority in October. Held sessions with local authority partners to agree a series of collaborative climate emergency projects (and secured £100k to support this work). Commissioned a comprehensive emission reduction pathway study to support the work of the existing Energy Strategy and to determine how to meet the new zero carbon 2030 and 2038 targets. Secured funding to commission a carbon impacts study to strengthen the Combined Authority's decision making in light of the climate emergency. Secured £6m to create REbiz that will support SMEs identify and implement cost effective improvements in energy and resource efficiency. Set out our regional ambitions at the Northern PowerHouse's Energy and Clean Growth Conference (exhibitions and talks). The Energy Accelerator is working with 15 low carbon projects that will result in approx. 25000 tCO2 saved annually. Developing a domestic energy efficiency scaling up study. Better Homes Yorkshire is on track to deliver energy efficiency improvements in 19/20.
Secure a regional dedicated resource to commence delivery of the new Green and Blue infrastructure strategy and delivery plan		R		Some commitment now in place, but not enough funding has been identified as yet to fund a dedicated post.
Digital Infrastructure				
Secured funding and development of the Superfast West Yorkshire and York (SWYY) Broadband Programme	DEFRA and ESIF funding secured; SWYY Phase Three to FBC - May/June	G		Funding now secure. The ITT to procure for a delivery partner(s) for the programme closed in November 2019 but only one bid was received for Lot 2 (DEFRA/rural). No bids were received for Lot 1 (ESIF/urban) - the Programme Board and SRD are currently reviewing potential next steps.
Secured funding and development of a West Yorkshire full fibre infrastructure programme	External funding secured: West Yorkshire Full Fibre Programme to DP2 (Expression of Interest/Case paper)	G		This programme has been replaced at the national level with 3 separate programmes. One is currently in delivery across LCR. The other programmes are subject to national State Aid approval and will not commence until 2021. An ask has also been included in the Devolution process to support delivery of full fibre.
Flood Risk Management				
Delivery of Leeds City Region Review Recommendations	Increase in number of completed recommendations from 3 to 5	G		The LCR SuDS Guidance document went to the Combined Authority for approval in Feb 2020 (Rec 12). The economic modelling of the indirect impacts of flooding is being progressed but will be completed in 2020/21 (Rec 3).
Securing additional funding and pipeline development of Flood Risk Management schemes (post 2021/22)	Additional external funding secured; Development of pipeline of FRM schemes with partners	G		Partial funding secured. Ongoing discussions with government underway to secure additional funds.
Transport				
Bus Alliance agreed	Alliance agreed	G		Alliance signed off by Transport Committee on 5th July. Legal agreement currently being progressed.
Develop future mobility policy including our approach to mobility as a service and an agreed action plan	Plan agreed	G		Consultants have now been commissioned to support with technical input. Engagement with stakeholders planned for February so sign-off of strategy will be later in 2020. FMZ bid was prioritised this year.
Progress Leeds Public Transport Improvement Programme	Rai stations to Outline business Case and connecting communities and transport hubs programme passed over to Delivery. [By 2nd Quarter 2019/20]	A		Hubs and Committees now with delivery colleagues in Leeds City Council. Differing assumptions on TRU has delayed the work on Thorpe Park so this is now next year. Secondly, without a funding strategy we may be unable to 'formally' complete. A programme from Network Rail on the accessibility package has flagged up delivery beyond March 2021 - so funding re-prioritised. White Rose OBC and Airport station OBC going through assurance.
Transforming Cities Fund submission	c. £250m-£300m	G		Submitted
Develop Local Cycling and Walking Infrastructure plans	First phase of plans (as agreed by Transport Committee on 11th January) completed	G		Transport Committee endorsed all plans in January 10th meeting, except an element of one of the schemes that went into Kirkstall where consultation needed to be revisited.
Development of an Leeds City region (LCR) Connectivity Strategy	Date for completion in 2020	A		Corridor plans nearly complete. Important next piece is integration of pieces of work, sifting and drafting of documentation.
Research and Intelligence				
Produce a robust evidence base and evaluation method for the Local Inclusive Industrial Strategy, and have this agreed with government	Summer 2019 and then building	G		Evidence base for WY in draft following debate and agreement at LEP Board 16 Jan to formally transition to a WY footprint.
Develop a data platform and structured self-service repository for economic, transport and demographic intelligence products	To have draft specification agreed with ICT and to consult and engage on specification of requirements September 2019	A		Specification of requirements needed to determine design requirements and user needs and will shape solution chosen. Delays to agreement of approach specification of requirements will mean lead times into Q1 2020/21.
Produce, sign-off and implement headline strategies to ensure a consistent and effective approach to research & intelligence - particularly a Research Strategy and a Location Intelligence Strategy	Milestones, Delivered in 2019/20	G		Research strategy completed and formally adopted by SMT. Location Intelligence Strategy completed and formally adopted by SMT - work on implementation beginning.
Deliver key intelligence products: LCR annual Business Survey	Milestones, Delivered in 2019/20	G		Ongoing - following successful delivery of 2019 survey and communication through 2020 and embedding surveys results across a number of areas of policy and delivery work planning for 2020 survey is now underway.
Deliver key intelligence products: Quarterly Economic Survey	Milestones, Delivered in 2019/20	G		On track
Deliver key intelligence products: Annual Tracker Survey	Milestones, Delivered in 2019/20	G		Survey completed and draft report delivered June 2019 - fieldwork planning for 2020 survey underway and work ongoing.
Deliver key intelligence products: Household Survey	Milestones, Delivered in 2019/20	A		Revised approach now being considered to nature of market response this will tie into and in part dependent on TCF bid submission - revised approach will look at other modal approaches (such as household panels).
Deliver key intelligence products: Annual labour market report	Milestones, Delivered in 2019/20	G		2019/2020 Labour Market Report completed and launched November with partner communication and workshops.
Develop and implement an Evaluation Strategy, promoting an organisation-wide approach to collating and managing project evaluation. Establish a single managed dataset to capture all project evaluation activity	Milestones, Delivered in 2019/20	A		Consultancy work has now begun on development of strategy activity throughout December with draft to be agreed to align with publication of updated Assurance Framework.
Establish an effective intelligence and information sharing network with district partners, building on the Leeds City Region Research Group	Milestones, Delivered in 2019/20	G		On track work ongoing.
Communications and Marketing				
Advertising value equivalent	£4.5 million p.a.	G	£2.2 million	On track - figures only currently available up to Sept 2019
Social media reach	Double reach	R	24% uplift	These targets were set prior to the team for this area of work being established. Once in place the team has developed a structured social media and engagement strategy and the KPI's set for next year have been significantly changed to be more meaningful but no less challenging
Followers increase	Triple	R	12% uplift	As above
Income streams developed	£150k	G	£22k	Pipeline full however not billed as yet

Delivery Directorate KPI monthly snapshot 2019/20 (Apr 2019- Jan 2020)				
Measure	Target	Current YTD result and RAG status		Result notes
Corporate plan 2019/20 commitments (Delivery)				
Invest £105 million of Growth Deal funding in major infrastructure schemes	£105,000,000	R	£31.47m (Q1-Q3 only)	Forecast spend for the year is now £81.56m, whilst this is below target for the year funding will not be lost. Mitigating actions have been introduced to ensure spend in 20/21
Invest £60 million from our Growth Deal in improvements to bus, road and rail travel	£60,000,000	A	£19.17m (Q1-Q3 only)	The forecast for the year is now £45.66m. Spend and forecast are low for the year but mitigating action is being taken to ensure improved spend in 20/21.
Develop plans to build new railway stations at Elland, Leeds Bradford Airport, White Rose and Thorpe Park, working closely with our partners and local communities	100%	A	Ongoing	The Outline Business Cases for Elland, White Rose and Leeds Bradford Airport Link have been approved by the Combined Authority and work is underway to progress the full business cases for each station. There have been continued delays with the 4th Outline Business Case for Thorpe Park due to Trans-Pennine Route Upgrades. The Planning application for White Rose was submitted in late 2019 with a determination date in March 2020.
Complete major new road schemes to reduce congestion on key commuter routes, including the Glasshoughton Southern Link Road and York Outer Ring Road	100%	A	Ongoing	Progress has been made by our Partners to deliver major schemes. The Glasshoughton Southern Link Road is due to be completed by Spring 2020. The East Leeds Orbital Road has completed Phase 1 and Phase 2 (design works) and the main work package, ELOR Phase 3, has been formally awarded. Phase 1 of the York Outer Ring Road completed in early 2019. Future phases of the YORR scheme will need to be delivered in tandem with the DfT funded dualling scheme.
Continue the delivery of seven flood prevention schemes to reduce the risk of flooding and protect communities and businesses supported by our Growth Deal	7	G	7	7 schemes are either in delivery or have completed. 1 scheme is currently in the Assurance Process and 3 further schemes are in development and will move into delivery in 20/21, subject to business case approval.
Contribute to cleaner air by installing 88 ultra-low emission vehicle (ULEV) charging points for taxis with a goal of making 5.1 per cent of our region's taxis ULEV by 2020	88 ULEV charging points for taxis and making 5.1 per cent of our region's taxis ULEV by 2020	R	20 installations	20 charging points have been installed to date, 20 installations have commenced. A number of issues with weather and concluding agreements has resulted in delays to delivery. An extension has however been approved from OLEV to extend the programme to 31st July 2020 and full completion of the target no. installations is expected by this date
Continue to deliver development projects for our Enterprise Zones	Ongoing throughout 2019/20	G	Ongoing	Works have started on South Kirkby and an independent Monitoring Surveyor has been appointed to provide independent assessment of progress and claims submitted against eligible works. The Combined Authority are finalising heads of terms to acquire the freehold interest of the EZ in Langthwaite. This will allow for the public sector to take control of this site to ensure early de-risking and enabling works can be delivered directly with the available Growth Deal funding. Following the approval of further development funding through the OBC recommendation, working in partnership with Bradford Council, the Combined Authority have appointed a contractor to work alongside the public sector to deliver enabling works and a new highway/access point at Parry Lane EZ. Detailed designs and cost plans are in development, an FBC+ is to be submitted in July 2020 with works on site due to commence in summer 2020.
Implementation				
Transport Projects				
Delivery of a programme of significant transport & corporate projects by end of March 2020	9 No at DP3 (Outline Business Case, OBC)	A	1	This figure is expected to increase following internal reconciliation of transport schemes being delivered as part of wider transport programmes.
Delivery of a programme of significant transport & corporate projects by end of March 2020	8 No at DP5 (Full Business case plus costs, FBC+)	A	4	Target very close to being achieved - also requires review with Partnerships team to ensure accurate allocation
Delivery of a programme of significant transport & corporate projects by end of March 2020	6 Complete (DP6)	A	3	This figure is expected to increase following internal reconciliation of transport schemes being delivered as part of a wider programmes
Developing smart card technology, making it easier for bus and rail users when paying for their journeys	Programme completion Qtr3	A	Q4	Project will be complete in Q4 and development of CHASE will be transferred to ICT. Interim Project Manager installed to manage the transition. Final development has delivered significant time savings for users and has been well received.
Developing smart card technology, making it easier for bus and rail users when paying for their journeys	% total sales via MCard app to be greater than 15%	G	20%	More Mcard products are now being sold via the app than Travel Centres and Payzone outlets and is exceeding expectations.
Transport Partnerships				
Support partners to deliver significant transport projects by March 2020	3 No at DP3 (OBC)	G	18	Target achieved and exceeded
Support partners to deliver significant transport projects by March 2020	11 No at DP5 (FBC+)	G	14	On track - however the current result is expected to reduce slightly following internal reconciliation process (as highlighted above in the Transport Projects section)
Support partners to deliver significant transport projects by March 2020	10 complete (DP6)	A	2	Five other CityConnect schemes have completed construction, however a DP6/7 submission has not been received. YORR Phase 2 has not yet started on-site
Economic Regeneration				
Support partners to deliver significant economic regeneration projects by March 2020	5 No at DP3 (OBC)	G	10	Exceeded target
Support partners to deliver significant economic regeneration projects by March 2020	10 No at DP5 (FBC+)	A	7	Programme delivery dates currently under review for remaining projects
Support partners to deliver significant economic regeneration projects by March 2020	6 complete (DP6)	G	9	Exceeded target
Improving homes through the Better Homes and Warm Homes programmes	750 homes	G	682	Projects are progressing well, with the majority of properties improved funded through Warm Homes or Energy Company Obligation.
Better Homes: % of contract value delivered by City Region supply chain	80%	G	75%	On track
Flood Alleviation: number of businesses with reduced flood risk	70	G	TBC	On target. Skipton project closure report expected Q4. Q4 pending receipt of updated Environment Agency flood modelling which evidences the actual no. businesses safeguarded.
Leeds District Heat: switch on achieved (commercial)	Q3	G	Achieved in Q3	Achieved Q3.
Business rate generation through progression of the Enterprise Zones programme	£1.958m	A	£471,982	We have now received detailed comments on the ability to draw business rate revenue down from our partners Kirklees, Leeds and Wakefield on the Business Rates Agreement which will be implemented and entered into to formalise the process and allow for a regular payment of revenue to be captured. This work stream is being led by Legal and Finance
Supporting digital inclusion through the provision of broadband infrastructure in urban and rural communities	5,277 THP contractual target for contract 2	G	4678	On-target
Launch the new Growing Places Fund utilising returned investment	Qtr 2	A		Ph1 report delivered within timescales. Ph2 of Future funding work now complete and further meetings are now scheduled between the CA and Deloitte to discuss how best to progress. Phase 3 -Launch date of any new fund TBC
PMO				
Review of the assurance process	Revised and approved February 2020	G	Complete	Review complete
Schemes reviewed at Programme Appraisal Team (PAT) at: Decision Point 2 (DP2 - entry into Programme)	10	G	11	Exceeded target
Schemes reviewed at Programme Appraisal Team (PAT) at: Decision Point 5 (DP5 - Full Business case with costs)	29	G	33	Exceeded target
PIMS updated with all schemes within funding programmes CA is responsible for	Mar-20	G	On track	Ongoing - on track
Portfolio reporting format for our partners and leaders agreed and implemented for all funding programmes CA is responsible for	Mar-20	G	On track	Ongoing - on track
Cost for administering programmes for Combined Authority wider than Delivery	Less than 1.75% of the annual capital spend	G	1.49%	Ongoing monitoring - on track
Feasibility & Assurance				
Successful Growth Deal Review Outcome by December 2019	Pass	A	N/A	Review outcome not scheduled until end of February/beginning of March 2020. When the KPI was set details of the timeframe Government would take were not readily available.
Incorporate LEP Review guidance into updated Assurance Framework	Sign-off by 28 February 2020	A	N/A	The annual Assurance Framework review was completed as planned by 28 Feb 2020 and majority of the requirements of the SLEPs (Strengthening LEPs) 2018 report have been incorporated. The new LEP geography has now been confirmed and will be reflected in the AF update to be published on 31 March 2020. The update will be accompanied by a suite of the updated LEP governance documents reflecting new LEP geography and composition of the LEP board, in line with the SLEPs requirements.
Review of submitted business cases and change requests to meet Programme Appraisal Team timescales	100%	G	100%	All business case reviews and change requests have met PAT timescales. There have been occasions where schemes have been slipped to later PAT meetings, either because the promoter missed the agreed deadlines, or the quality of the submission was not deemed acceptable

Economic Services Directorate KPI monthly snapshot 2019/20: Results for Apr 2019- Feb 2020				
Measure	Annual target	YTD actual result and RAG status		Result notes
Corporate plan 2019/20 commitments (Economic Services)				
Support businesses in the City Region through the Brexit process and help them to manage the opportunities and challenges it may present	Ongoing throughout 2019/20	G	Ongoing	Action plan in place and some new/adapted products and services have been developed, including the recruitment of additional Growth Managers to engage with SME business base.
Develop 5 new business support programmes to respond to the changing economy and business needs, including a scheme to support 60 firms to secure new investment	5	G	2	Two programmes in delivery focussed on business resilience and investment readiness, with three others in development focussed on resource efficiency, innovation and strategic business planning.
Maximise the opportunities created by Channel 4's HQ relocation by securing additional investment in the creative and digital sectors	Ongoing throughout 2019/20	G	Ongoing	#Grow, created to support digital businesses with an existing presence in the Leeds City Region who are growing and creating new jobs, was launched at Halifax Digital Festival in September. This compliments the existing #Welcome, which supports digital businesses moving into the City Region.
Business Support				
Number of businesses receiving support.	3025	G	2872	On track - Target is a 10% increase on 18/19 t
Intensive support to growth businesses.	1035	G	1334	Target is a 15% increase on 18/19
Jobs created in businesses receiving intensive support.	650	G	989	Target is a 30% increase on 18/19
Proportion of jobs created in businesses receiving capital grant investment paying the Real Living Wage and above.	75%	G	77%	New measure linked to Inclusive Growth and the incentive to increase wage rates to the Real Living Wage or above.
Investment in business capital growth projects.	£6,000,000	G	£ 7,181,507	Target is a 20% increase on 18/19
Businesses supported to reduce costs on energy, water and waste.	88	G	67	On track - target is a 10% increase on 18/19
Business supported to produce and implement strategic growth plans.	100	G	83	On track - funding only in place for 10 months of 19/20.
Business supported to improve innovation capacity.	77	G	225	Target is a 10% increase on 18/19
Businesses supported to become more investment-ready.	60	G	137	The expected annual target has been achieved and exceeded.
Businesses supported to improve their financial health and resilience.	45	G	102	The expected annual target has been achieved and exceeded.
Pop-up business advice events delivered across the City Region	14	G	10	On track - In 2019-20 financial year 10 business advice events have been held to date across the city region with 62 businesses attended. 1 event has already been delivered in March and another 4 are planned to be delivered by the end of financial year.
Pop-up business advice events delivered in more disadvantaged areas.	8	G	6	On track - In 2019-20 financial year 10 business advice events have been held to date across the city region with 62 businesses attended. In regards of the events in more disadvantaged areas, since April 2019 6 events have already been delivered by the end of February, with 2 further events planned by the end of the financial year
New members recruited to the Travel Plan Network of 422 members.	96	G	68	On track - funding has been secured to continue delivery of the programme
Larger employers supported to deliver shared travel plans.	10	G	10	Target has been met
% of business growth programme grant recipients contributing to Inclusive Growth outcomes.	90%	G	98%	The expected annual target has been achieved and exceeded.
Proportion of businesses receiving intensive support achieving growth (employment and/or GVA).	85%	G	0%	This is only monitored annually so no data available to date, but expected to be met
Proportion of businesses supported by the Growth Service likely to recommend it.	90%	G	88%	On track
Employment & Skills				
Deliver an enhanced model of employability, enterprise and careers education to disadvantaged students	18,000	G	16,874	As expected February has seen high numbers of engagements for business and school activity. Figures are slight ahead of profile and forecasted plans should mean an over achievement on the final target.
Refresh and monitor delivery agreements with FE colleges, to deliver skills outcomes which support our economic priorities and inclusive growth ambitions.	7	A	0	While it is currently expected that the reviews will be complete by the end of the financial year, there is a risk that a small proportion of these will be delayed until April 2020
Number of businesses influenced to engage with education, apprenticeships and sector skills initiatives	1000	G	1060	The total business engagement annual target has been achieved. However AGE has not awarded any grants in February; some are still being processed and will be shown in the end of year KPI. Employment Hub is reported quarterly, next business engagement figures are due mid-April.
Number of businesses supported to offer apprenticeships	800	A	463	The current flux in apprenticeship policy and provision is having a detrimental impact on employer engagement with apprenticeships. Engagement of Levy paying businesses for transfers is slow due to the internal governance processes required in large companies to approve transfer funding.
Number of new businesses i.e. which were not engaged with skills products in the last year	150	G	564	New business engagement has exceeded yearly target. New business engagement to continue to meet the needs of the Employment Hub and EAN.
Number of people reached with information on careers linked to labour market information, thus promoting better informed choices.	250,000	G	2,462,652	The annual target has been overachieved. The campaign has seen a large peak in activity over the last month due to a successful paid marketing campaign that has increased traffic significantly over the projected profile. This has seen an increase in traffic to the FutureGoals website and the uptake of resources. For the next financial year the KPI will be measured based on a qualitative approach of how individuals engage with the campaign.
Number of individuals supported to upskill in skills shortage areas.	1000	G	2183	Although the AGE grant has now closed, there are still a few applications in the grant system that will be processed up to end of financial year 2019/20. Employment Hub is recorded quarterly, next update due mid-April. An increase in teacher CPD means that we are overachieving on this KPI. All other strands of the KPI are on track with the exception of [re]boot which is slightly behind profile due to underperformance of the contracted partner. A 3 month underperformance plan outlining profiled expectations will be in place with the contracted partner from February, this is when we expect numbers to accelerate.
Total New Enquiries Generated				
Total New Enquiries Generated	100	G	131	Target Met
a.) of which no. of non-Core City Inward Investment enquiries generated	50	G	67	Target Met
b.) of which no. generated through Investor development activity	30	A	22	Companies have been putting projects on hold waiting for the outcome of Brexit. Now a Brexit decision has been finalised this is evidenced by companies beginning to commit to further investment.
Total Projects to Leeds City Region (Successes)				
Total Projects to Leeds City Region (Successes)	30	G	26	On track - reduction in project successes. FDI levels into the UK are 14% lower and business investment decisions are down due to Brexit uncertainty (There are less category A project enquiries)
a.) of which no. of Projects to non-Core City regions (Successes)	15	G	12	On track - reduction in project successes. FDI levels into the UK are 14% lower and business investment decisions are down due to Brexit uncertainty (There are less category A project enquiries)
b.) of which no. delivered through investor development activity	15	A	9	Four companies are due to confirm in March and the figure would likely have exceeded the target of 15 as we have a number of successes due to land in Q1 2020, again deferred due to Brexit
Number of companies that will be actively account managed through investor development activity.	120	A	98	Difficulty in engaging with some companies due to various reasons including staff changes.
New Jobs Created (Successes).	1700	A	1054	Reduction in project successes. FDI levels into the UK are 14% lower and business investment decisions are down due to Brexit uncertainty (There are less category A project enquiries)
Jobs Safeguarded (Successes).	500	G	437	On track - reduction in project successes. FDI levels into the UK are 14% lower and business investment decisions are down due to Brexit uncertainty (There are less category A project enquiries)
Private Sector Investment Leveraged	£50M	A	£27,315,282	Due to a lower amount of successes.
No. of active contacts developed in new and emerging markets (including China and India).	50	G	323	Target Met
Number of businesses assisted with overseas trade initiatives.	350	A	239	Given that there have been some significant international events this year that have impacted on our international activities (particularly the uncertainty caused by UKs exit from the EU and the protests in Hong Kong), the figures for this KPI are slightly lower than expected. That said, the number of referrals made to other agencies including DIT, which are captured as part of this KPI are broadly in line with last year. We have not however seen the uplift that we had anticipated.

Appendix 2

Transport Services Directorate KPI monthly snapshot 2019/20: (Apr 2019 - Jan 2020)				
Measure	Target	Current YTD actual result and RAG status		Result notes
Corporate Plan Commitments 2019/20				
Enable 20 million passenger journeys per year	20,000,000	G	TBC - annual reporting	This forms part of the West Yorkshire Transport Strategy: Enabling 20 million passenger journeys per year (approx.15% of all bus journeys) on services commissioned under contract by the Combined Authority and liaison with bus operators to ensure the delivery of commercial bus services meets the West Yorkshire Bus Strategy. Figures TBC after financial year end.
Provide accessible transport services for 5,000 people with personalised transport needs	5,000	G	4861 active passengers	Following completion of dedicated vehicle refurbishment, a promotion campaign is due to begin in the next few months to raise awareness of the services provided and encourage more users with mobility issues or personalised transport needs, to access support transport services across the region.
Enable 40,000 young people to travel from home to school by coordinating services on behalf of our partner councils, with an investment of £3 million a year	40,000	G	On track	Early indications show we are on track to achieve the targeted number of pupils and young people
Continue to develop our transport services by increasing digital payment options and information displays to make services easier and more convenient for people to use	Ongoing throughout 2019/20	G		Delivery of Digital Payment Strategy commenced and Bus Information Strategy recently approved by Transport Committee - implementation underway
Increase sales of MCard by 5 per cent, resulting in over £34 million worth of MCards being purchased over the year	£34,000,000	A	£26,750,077	Marketing campaigns and promotions have been carried out and sales via the new Mcard app continue to steadily increase, despite a price change introduced in January
Supporting Mobility				
Bus Patronage West Yorkshire strategic target	+25% in 10 years (2028), result for 2018/19: 144,599,952	A	TBC - annual reporting	This target is a shared objective in the West Yorkshire Transport Strategy and we are looking at further investment and intervention measures to achieve this long term bus patronage increase, in an environment of national bus patronage decline
Bus Patronage Leeds strategic target	+50% in 10 years (2028), result for 2018/19: 67,190,813	A	TBC - annual reporting	This target is a shared objective in the West Yorkshire Transport Strategy and we are looking at further investment and intervention measures to achieve this long term bus patronage increase, in an environment of national bus patronage decline
Customer satisfaction with Bus Services	To be set in bus alliance framework	G		Based on independent Transport Focus survey - awaiting results for 2019
Budget savings target	£15.8 million 2020/21 spend	G	On track	Savings targets on track. Future targets are being developed to protect services
Subsidy per passenger trip	£1.55 by 2020/21	G	£1.55	On track
Delivery against contract renewal and MyBus replacement programme	Completed (yes/no?)	G	Completed	Completed
Cost per mile of supported local bus service contracts	£1.94 per mile	G	£1.94	On track
Mileage on supported local bus service contracts	8 million miles per annum	G	8,107,951	On track
AccessBus patronage	400,000 trips per annum	G	332,161	Maintaining current patronage levels to ensure maximum utilisation on supported services
AccessBus cost per passenger trip	>£7 per trip	G	£6.37	On track
Cost per mile SEN contracts Wakefield	>£1.85	G	£1.66	On track
Personalised Transport SEND – 'New Transport Requests'	Action within 5 working days	G	Yes	Achieved
Quality Compliance Officers – to monitor each schools gross contract	Completed yes/no	G	Yes	Monthly targets achieved YTD
Submit defect reports within 48 hours of inspection to operators	Completed yes/no	G	Yes	Monthly targets achieved YTD
Applications for free travel in Leeds	processed within 15 working days	G	100%	Monthly targets achieved YTD
Applications for free travel in Bradford	Processed within 30 school days	G	100%	Monthly targets achieved YTD
Request for reviews of decisions to refuse free travel in Leeds	Processed within 20 Working days	G	100%	Monthly targets achieved YTD
Percentage of calls answered	88.3%	A	82.7%	Education Transport experienced high demand in August and September where calls far exceeded capacity of the team as schools at the beginning of the academic year.
Reducing Cost of Travel				
Young people's bus usage (on Mcards only)	to increase on last year (2018/19: 9,930,529)	G	8,967,670	Figures for YP MCard usage are broadly the same as this time last year. The new Mcard app incorporates YP concessions and will be promoted. Next years figures will include more robust data to include YP bus operator products to better monitor overall YP travel
Cost to produce each ENCTS card	to decrease (2018 £0.93)	R	£0.93	The production cost for ENCTS cards remains the same as last year. We will be carrying out a re-procurement exercise for the supply of cards in the next financial year, in order to reduce production costs.
Multi Modal Ticketing				
Cost of CA support to MCard in comparison to income	To be self funding in 19/20	G		Finance structure agreed with MYTCL to be self-funding from 20/21 onwards
MCard sales by volume	5% increase on last year	G	1,222,607 no. of sales	On track
MCard sales by value	5% increase on last year	G	£29,174,576 value of sales	On track
Delivery against targets set in SLA with Ticketing Company	Completed yes/no	G	Yes	Achieved
Product split self serve v traditional outlet (%)	To increase self serve to over 47% of sales	G	57% (43% traditional outlet)	On track
Product split self serve v traditional outlet (numbers)	To increase self serve sales to over 377,848 via self serve	G	351,903 via self serve (262,538 traditional outlet)	On track
Travel centres				
Cost of operation vs income	To be cost neutral by 20/21	G	See notes	We have reached an agreement with operators on a revised commission agreement that will cover approx. 50% of operating costs. The remainder will be achieved on completion of the transforming travel centres project
Ticket Machine Transactions	8000 per month	G	9,424	Travel centres are achieving ticket sales targets
Volumes of customer transactions - Information	8000 per month	G	9,527	Travel centres are achieving ticket customer information and travel advice targets
Volumes of customer transactions - Mcard/third party sales	18,000 per month	G	20,239	Travel centres are achieving ticket Mcard/third party sales targets
Mystery Shopping to maintain quality of Travel centre service	85% plus	G	97%	The quality of customer services provided is achieving very good standards
Travel Information				
% of information enquiries online	95%	G	97%	On track
Assets & Facilities				
Proportion of asset management costs met by income	55%	G	approx. 59%	Current costs met by income are approximately 59%. The Assets and Facilities team are on track to reduce spending on last years budget, whilst also undergoing major transformation in the approach to Asset management and development. The team are developing an Asset Development Plan which will identify opportunities to reduce operating and maintenance costs, a full review of asset-related contracts and procurement strategies to ensure VFM, incorporate all Tackling Climate Emergency actions relating to bus stations and offices in order to reduce carbon emissions and maximise opportunity to increase current or generate new, income streams. The ADP is 90% complete and includes viability assessment of all CA Assets and Infrastructure.
Transport Services				
Proportion of items of customer feedback receiving full response within 15 days	100%	A	91%	Initial customer acknowledgements are normally sent within 3 days of receipt

Appendix 2

Corporate Services Directorate KPI snapshot 2019/20: Results for Apr 2019 - Jan 2020					
Measure	Frequency	Target	Current YTD result and RAG status		Result notes
Corporate Services					
% of internal customers who are 'satisfied/very satisfied' with the overall service they receive from Corporate Services Teams	bi-annually	90%	G		New Corporate Services feedback facility available to all staff on the intranet from Dec 2019 and to date feedback received over 80% positive but customer service annual survey not scheduled until the end of the financial year
Finance					
Paying undisputed invoices with 30 days	Quarterly	100%	A	91%	Though performance has been 90%+ for 6 /10 months, improvements are needed to achieve 100%. Finance are working with budget holders to implement process improvements.
Achieving a balanced financial outturn	Monthly	100%	G	n/a	Current forecast for 2019/20 is a saving of £300k against a £1.2m deficit budget - so a forecast saving of £1.5m. This position has been reported to the Combined Authority
Achieving statutory compliance on financial matters	Monthly	100%	G	100%	All compliance return deadlines met.
Payroll - paying staff accurately	Monthly	<1% error rate	G	<1%	Target achieved every month to date
Implement plan for delivery of New ERP system/s (replacement/updated financial system including budgets, HR and payroll)	By end of Q1	EOI produced	G	EOI approved	DP2 (Strategic Outline Business Case) currently in draft.
Embedding new Finance OD: Improved financial information to Directorates and cost savings / income generation		Monitor	A	In progress	Enhanced financial (revenue) monitoring information now being provided to a range of meetings. Consistent format used for monthly reporting. Further work underway to improve capital budget reporting. Amber status reflects the aspiration to continue to improve reporting mechanisms.
Finance process improvements (though linked to System and new OD): Process improvements - capture efficiencies created re payroll, invoices processed and paid, debt recovered (cashable/non cashable)	yr on yr increase in productivity	Monitor	A	In progress	A range of processes have been identified and are currently in the process of being implemented - online payslips are due to go 'live' in March 2020. Amber status reflects the fact that delivery of some of these processes have been delayed due to wider pressures on the team
Procurement					
No. of successful legal challenges on procurement	Quarterly	0	G	0	On track
Procurement savings as a % of addressable spend	Quarterly	5%	G	20%	On track
Procurement return on investment	Quarterly	5 times the cost of the team	G	5:1	On track
Project Delivery - ensuring delivery of the pipeline of projects	Quarterly	74 projects	A	49	Results depend upon the profiling of projects throughout the year. The target number is not necessarily divided into equal quarterly portions. There can also be in-year changes to the number and complexity of projects in the pipeline.
Timeliness of delivery (RAG Status at point of delivery against agreed project plan)	Quarterly	100% of projects completed on time	A	84%	Although improving, this KPI has been impacted by capacity issues, unforeseen absences and difficulties in recruiting temporary cover.
Procurement strategies will include incorporation of social value for all procurement over £25k (number of procurement strategies)	Quarterly	100%	A	96%	This is a stretch target. CSO's state all procurements over £75k. Just one project has not included social value.
HR					
Average Time Lost (%)	Monthly	2%	R	3.21%	Calculation applied: Total absence hours in period/total employee hours in period.
Increase in women in management roles	Annually	Monitor	G	48% (actual)	Target to be agreed as part of Phase Two HR strategy (2021)
Increase of BAME across organisation	Annually	Monitor	G	11.66% (actual)	Target to be agreed as part of Phase Two HR strategy (2021)
Delivery of People Strategy	Strategy published by end of Q3	Strategy published by end of Q3	G	On track	On track
Development/review of new pay structure	Agreed structure in place by Dec 2019	Agreed structure in place by Dec 2019	A	Delayed	Pay and Reward Specialist in post and leading this work. Amber status reflects delay to original programme
Launch of and training in application of new policies	Policies published - Tranche 1 by end of Q1	Policies published - Tranche 1 by end of Q1	A	Delayed	A number of policies have been updated and a full programme of policy updates is in place. Amber status reflects that formal training associated with a full suite of policies is behind schedule.
Increase in number of apprentices	Quarterly	12	G	11	On track
Turnover of staff	Quarterly	Monitor	G	0.86%	
No. of internal transfers as a percentage of the workforce	Quarterly	Monitor	G	0.68%	
Length of time to issue offer letters	Quarterly	Monitor	G	On track	Information collated from Q2 onwards.
ICT Services					
% Real-Time, Yournextbus: Vehicle Being Tracked	Quarterly	78%	G	92%	On track
% Core Network Up Time	Monthly	99%	G	100%	On track
% Microsoft Cloud availability	Quarterly	99%	G	100%	On track
% Business critical systems availability	Quarterly	98%	G	98%	On track
Incidents closed within generic SLA	Monthly	80%	G	89%	On track - figure reported here is percentage of incidents closed within SLA.
Service Requests closed with generic SLA	Monthly	80%	G	88%	On track - figure reported here is percentage of incidents closed within SLA.
% Website (external and internal) availability	Quarterly	98%	G	100%	On track
Delivery of CTP against agreed plan with a specific focus on: A01 - Service Management Capability	Ongoing	Dec-19	R		Workstream delayed but currently out to procurement
Delivery of CTP against agreed plan with a specific focus on: B03 - Active Directory Re-Design	Ongoing	Nov-19	R		Workstream delayed from original planned start date but now progressing
Delivery of CTP against agreed plan with a specific focus on: B04 - Network Infrastructure	Ongoing	Mar-20	A		This is dependent on Wellington House refurbishment works which have been delayed due to the contractor unfortunately going into administration.
Delivery of CTP against agreed plan with a specific focus on: C01 - Cyber-security and PSN Compliance	Ongoing	Mar-20	A		Project underway but behind original schedule
Delivery of CTP against agreed plan with a specific focus on: C02 - ICT Disaster Recovery and Business Continuity	Ongoing	Mar-20	A		Project underway but behind original schedule
Delivery of CTP against agreed plan with a specific focus on: D02 - End User Devices	Ongoing	Nov-19	A		90% of this project is complete but still some outstanding specialist devices to be supplied which have been subject to delay by the supplier.
Delivery of CTP against agreed plan with a specific focus on: D04 - SharePoint Online and Office365	Ongoing	Nov-19	A		New SharePoint/Office 365 technology being used widely but all capabilities not yet rolled out.
Internal Audit					
Provide an independent opinion on the effectiveness of the Combined Authority's control, risk management and governance arrangements	Quarterly	100% of audit programme achieved	A		Annual opinion provided for 18/19 confirms 84% achievement against plan, work underway against 19/20 but plan due to be reviewed. Given that the annual opinion is only issued once a year, this KPI should be revised for 20/21 to align with the new agile audit methodology so is not a relevant measure for the remainder of this year.
Improve delivery of IA services	Quarterly	80% positive response	A		Annual opinion provided shows 80% achieved. This measure will now be taken from ongoing feedback as opposed to the annual feedback in the opinion, but remains a relevant measure. Reported quarterly to GAC.
Legal & Compliance					
Meeting FOI/EIR deadlines	Quarterly	100%	G	100%	On track
Compliance with statutory requirements re committee agenda publication	Quarterly	100%	G	100%	On track
Toolkits for self-service across a minimum of 2 legal areas to be produced by end of year	Quarterly	2 toolkits	G	On track	DPIA toolkit complete, Records Management toolkit complete, RFD and guidance complete (awaiting digital form) Information Sharing toolkit in draft
GDPR compliance checking	Monthly	100% actions achieved on time	A	93.75%	IG team limited resource diverted to other unforeseen tasks. As such the compliance checking function has not covered as many areas as expected. Information governance improvements are however now complete
Projects, procurement and contracts (PPC) and Property legal teams will respond to RFIs received through clearance within five working days from receipt	Monthly	100%	G	100%	On track
Compliance with governance elements of assurance framework: LCR LEP and merged LEP	Quarterly	100% actions achieved on time	G	100%	100% compliance with assurance Framework requirements, in terms of current requirements applicable up to the end of March. LEP Board 25th February approved arrangements which place the LEP in a position to demonstrate that the LEP is on target to meet government requirements relating to LEP Board membership and the LEP Merger by the required dates.

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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, focussing on transport, skills, business support and digital connectivity

Aims

<p>Boosting Productivity Helping businesses to grow and bringing new investment into the region to drive economic growth and create jobs in a post- Brexit landscape</p>	<p>Enabling Inclusive Growth Enabling as many people as possible to contribute to, and benefit from, economic growth in our communities and towns</p>	<p>Delivering 21st Century Transport Creating efficient transport infrastructure to connect our communities, making it easier to get to work, do business and connect with each other</p>	<p>Tackling the Climate Emergency Growing our economy while cutting emissions and caring for our environment</p>	<p>Securing money and powers Empowering the region by negotiating a devolution deal and successfully bidding for substantial additional funds</p>
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Objectives
(What we want to achieve in 2020-21)

<p>1. Support business to respond to the challenges & opportunities of Brexit. Providing intensive support to 1,000 businesses</p> <p>2. Implement the Local Industrial Strategy & Strategic Economic Framework</p> <p>3. Complete delivery of the Skills Commission, embedding it in the region and maximising its influence.</p> <p>4. Provide 80 businesses with intensive support to boost productivity/innovation</p> <p>5. Attract 30 global investors to the region creating 1700 jobs</p> <p>6. Help 350 businesses to increase overseas trade</p> <p>7. Embed the Regional Digital Framework</p>	<p>1. Deliver an Inclusive Growth Programme in line with the Strategic Framework</p> <p>2. Enable c20 million socially necessary passenger journeys</p> <p>3. Implement an operating model for demand responsive transport services</p> <p>4. Reach 250,000 people with targeted careers information</p> <p>5. Engage 800 businesses with skills initiatives</p> <p>6. Continued delivery of [re]boot & Employment Hub</p> <p>7. Connect homes & businesses to superfast broadband</p> <p>8. Embed inclusive growth in all our policies</p>	<p>1. Increase bus patronage & satisfaction through the West Yorkshire Bus Alliance</p> <p>2. Transform passenger information & modernise travel centres</p> <p>3. Increase bus use amongst under 25s at no increased cost</p> <p>4. Manage over 1 million MCard sales & launch a mobile app</p> <p>5. Continue work on future bus options & alternative governance models</p> <p>6. Develop a strategic business case for urban transit proposals</p> <p>7. Establish a rail strategy, preparing for HS2 & Northern Powerhouse Rail</p> <p>8. Deliver schemes in WY+ Transport Fund, LTP and Leeds Public Transport Investment Programme & delivery of a Transforming Cities Fund</p>	<p>1. Mobilise the Climate Coalition, to achieve early years targets to reach zero-carbon by 2038.</p> <p>2. Deliver 10 priority projects in the Energy Strategy</p> <p>3. Provide intensive clean growth support to 150 businesses (through Resource Efficiency Fund & the Travel Plan Network)</p> <p>4. Enable 8 schemes to enter the Energy Accelerator</p> <p>5. Install 88 vehicle charging points</p> <p>6. Establish a connectivity plan and pipeline, promoting active & decarbonised travel</p> <p>7. Reduce carbon from the Combined Authority's assets</p>	<p>1. Complete investment of growth deal into projects by March 2021</p> <p>2. Progress a devolution deal and ensure the LEP Meets new government requirements</p> <p>3. Influence the shape & size of future regional funding (including the UK shared prosperity fund)</p> <p>4. Secure funding to deliver against key corporate objectives</p> <p>5. Maximise delivery against European funds.</p> <p>6. Ensure the successful transition of Future Mobility Zones and Transforming Cities Fund bids into delivery</p>
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Enablers
(What will help us)

<p>Our partnerships</p> <p>Deliver an agreed communications & engagement programme to strengthen regional partnerships</p> <p>Work in partnership to influence Government on key priorities including strategic rail devolution, skills and climate change.</p> <p>Embed a consistent regional voice to strengthen our contribution to national debates</p>	<p>Our systems</p> <p>Achieve highest standards of governance and transparency</p> <p>Digitising key processes to improve efficiency</p> <p>Embed the HR strategy & new policies on recruitment/performance management</p> <p>Strengthen appraisal and evaluation across our capital portfolio</p>	<p>Our people</p> <p>Embed our culture change programme</p> <p>Develop and implement inclusive plan in response to staff survey</p> <p>Establish corporate learning and development programme</p> <p>Further develop the employee wellbeing strategy</p>	<p>Our resources</p> <p>Accommodation project – refurbishment of Wellington House</p> <p>Corporate Technology Programme – harnessing new technology to improve efficiency, reduce carbon usage and facilitate inclusive growth.</p> <p>Rigorous financial management</p>
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Our Values

Working Together	Positive about Change	Easy to do business with	Working Intelligently	Championing our Region
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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)



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 devolution arrangements, funding cliff edges and changes in Government policy
- Impact of Brexit on our businesses, our services and our supply chain
- Striking the right balance between clean growth & improved productivity
- Changes in rail franchising, governance & in bus company ownership
- Managing shifting priorities in a post-Brexit landscape & ensuring we maintain a unified regional voice

Agenda Item 6 Appendix 3

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

Communications & Marketing
To engage with people, communities and businesses to deliver a positive profile to international, national, regional and local audiences.
Supporting these Corporate Priorities: 

Research & Intelligence
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: 

Economic & Transport Policy
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: 

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

- Influence Government to secure change in relation to key priorities including strategic rail (NPR, HS2 etc), devolution, skills and climate change.
- Deliver communications strategy with LCR Climate Coalition to tackle the climate emergency.
- Establish and deliver a Communications and Marketing strategy to support organisational priorities, working with partners to embed a consistent regional voice.
- Raise the profile of key spokespeople and the CA/ LEP; strengthen our contribution to national debates.
- Promote the region nationally and internationally, and the CA/ LEP's transport and economic services locally and regionally to ensure take-up of those services.
- Deliver an agreed partnership communications and engagement programme to strengthen relationships with partners across the region.
- Develop and launch a high-profile programme of active travel communications to champion healthier and low carbon means of travel, including through City Connect.
- Contribute to the next phase of organisational change through strategic and tactical internal communications.
- Provide a high quality, responsive consultation and engagement function to the organisation and partners.

Resources
(What we need)

Our budget

Gross Expenditure £6.37m
Capital Recharges £0.52m
Other Income £0.37m
Net Expenditure £5.48m

Our tools and support

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.

Our key interfaces

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

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 surrounding devolution deal arrangements, funding cliff edges, 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.

DELIVERY DIRECTORATE PLAN ON A PAGE **(DRAFT)**


2020-21

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.

Services


Portfolio Management and Appraisal (PMA)

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

Supporting these Corporate Priorities: 


Economic Implementation Team

Working with partners to deliver economic regeneration and related capital infrastructure projects. Leading in-house corporate ICT projects for the Combined Authority.

Supporting these Corporate Priorities: 

Transport Implementation Team.

Working with partners to deliver transport projects which meet our strategic priorities and derive maximum benefit for the region

Supporting these Corporate Priorities: 



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

- 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 & 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.

- | | | |
|--|---|--|
| <ol style="list-style-type: none"> Strengthen appraisals to ensure greater consistency Review and streamline the Assurance Framework State of readiness for Growth Deal 2024 review Delivery of the capital programme by influencing, checking and challenging to ensure we meet our strategic priorities and derive maximum benefit for the region Incorporation of CA policies and strategies into the assurance process and monitoring and reporting processes, including inclusive growth and clean growth 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 Planning for future funding programmes to ensure processes are in place to be able to manage them effectively Evaluation of funding programmes | <ol style="list-style-type: none"> Complete investment of Growth Deal into projects by March 2021 Ensure a 'State of Readiness' to deliver new investment through the proposed Shared Prosperity Fund, anticipated Devolution & new approaches to business finance Enable capital investment in 8 low carbon projects through the Energy Accelerator Deliver superfast broadband connectivity across the city region through the Broadband programme Reclaim brownfield land to enable over 170,000 hectares of new commercial floor space through the Enterprise Zone programme. Further develop mobile applications to make it easier for people to pay for public transport. Complete the Corporate Technology Programme Embed Clean Growth principles into the new Business Finance Investment Strategy Initiate the new Future Mobility Programme | <ol style="list-style-type: none"> Continued delivery of the West Yorkshire Plus Transport Fund portfolio and phase 3 of the City Connect cycling and walking programme. Completion of the Leeds Public Transport Investment Programme / Connecting Leeds investment programme by March 2021 Initiate delivery of Transforming Cities Fund portfolio of projects once funding has been approved – secure additional resource Complete Wellington House Accommodation project as part of the CA's contribution to supporting Clean Growth Supporting our partners in business case development and project delivery, through an embedded business partnering approach Support partners with delivery resources and recruitment - capacity and capability to deliver Explore further opportunities to engage and work with the private sector on delivery |
|--|---|--|

Corporate Priorities



Boosting productivity



Delivering 21st century transport



Enabling inclusive growth



Tackling the climate emergency

Resources (What we need)

<p>Our budget</p> <p>Gross Expenditure £5.38m Capital Recharges £5.49m Net Expenditure £(0.11)m</p>	<p>Our tools and support</p> <p>Specialist consultancy support (technical, commercial & legal) will be required as we embed our new approach to delivery of:</p> <ul style="list-style-type: none"> New rail stations Business finance Transforming Cities Fund <p>To provide additional capacity for district partners & for appraisal of complex schemes & assessment of carbon impacts</p>	<p>Our key interfaces</p> <ul style="list-style-type: none"> Corporate Services support - particularly Finance, Legal & Procurement - across all programmes, & HR for recruitment & retention, learning and development, & well-being Comms and Engagement support Cross-directorate representation for the Programme Appraisal Team and Strategic Assessment Review Group
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- Key risks, issues and assumptions**
- Incorporating new / change of policies into assurance process and measuring impact on delivery
 - Recruitment and retention – impacted by wellbeing, market pressures, pay, learning and development, lack of clear funding stream for economic projects
 - Failure to deliver funding programmes within timescales or costs and capture outputs and benefits – reputational impacts
 - Continuing Brexit uncertainty impacting private sector investment decisions
 - Post 2021 economic funding. Economic Growth Deal programme ends in March 2021 with future funding still to be identified

Values

Working Together

Positive About Change

Easy to Do Business With

Working Intelligently

Championing our Region

How we will improve our service

Organisational Design structures embedded and reviewed as necessary – greater capacity, building our own, improved retention, efficient resource planning. Continuously improving appraisal & 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. Placing a greater emphasis on supporting Clean Growth and Inclusive Growth

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 <i>Provide a comprehensive service to help identify, secure and fund solutions to clean growth, inclusive growth productivity and resilience.</i>	Employment and Skills <i>Develop Skilled People, working with businesses and education partners to create better jobs and opportunities</i>	Trade and Investment. <i>Secure Investment projects which create jobs and world class assets, whilst generating global business opportunities.</i>
	Supporting these Corporate Priorities:	Supporting these Corporate Priorities:	Supporting these Corporate Priorities:

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

- | | | |
|---|--|---|
| <ol style="list-style-type: none"> Support our businesses to respond to the challenges and opportunities arising from Brexit. Providing intensive support to 1,000 businesses Expand and enhance the range of business support available in the City Region, with a particular focus on clean growth, inclusive growth, innovation and productivity. Stimulate more demand for business support and external finance through closer collaboration with the private sector intermediary community, including funders. Deliver a 'single front door' access point for investors and businesses to engage effectively with public sector funding opportunities in the City Region. 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). 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. | <ol style="list-style-type: none"> Promote a system which delivers better outcomes at a local level through the Future-Ready Skills Commission. Carry out a final review of delivery agreements with seven West Yorkshire FE Colleges to influence education and skills provision. Reach 250,000 people through the all-age FutureGoals platform, with information on careers linked to labour market information, and support 1,000 adults to upskill and re-train in skills shortage areas. Provide support for SMEs and levy-payers to create more apprenticeship opportunities. Showcase the employment and skills opportunities available within the Creative & Digital Sector, and work with partners to bring them to a more diverse audience. Develop strong partnership between employers and 105 of our most disadvantaged schools to improve the attainment, ambitions and destinations of young people, influencing 800 businesses to engage with education. | <ol style="list-style-type: none"> Identify, attract and secure inward investment into the region (businesses and infrastructure), bringing 30 successful projects to the Leeds City Region and creating 1,700 jobs. Encourage and support more businesses to sell their products in international markets, with a particular focus on China and India, assisting 350 businesses with overseas trade initiatives. Raise the international profile of the Leeds City Region economic opportunities at major global events, such as MIPIM and SMART cities Maintain an effective Key Account Management service for indigenous foreign-owned businesses, supporting 120 companies through active account management. Contribute to the ongoing growth of the Creative & Digital Sector, including through the delivery of # Grow, # Welcome and the Creative Industries Opportunity Programme. |
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Resources
(What we need)

<p>Our budget</p> <p>Gross Expenditure £11.28m Capital Recharges £1.49m Grant Income £9.18m Net Expenditure £0.61m</p>	<p>Our tools and support</p> <p>Evoluteive; 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</p>	<p>Our key interfaces</p> <p><i>Working with the Policy, Strategy & Comms directorate in securing additional external funding for core programmes and services.</i></p>
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Values

Working Together	Positive About Change	Easy to Do Business With	Working Intelligently	Championing our Region
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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.



Corporate Priorities

 Boosting productivity	 Delivering 21st century transport
 Enabling inclusive growth	 Tackling the climate emergency

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.

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

Services	Customer Services <i>Changing the way people plan and pay for their travel</i> <i>Enabling more people under the age of 25 to use public transport</i>	Assets and Facilities <i>Delivering the Combined Authority's Asset Management Strategy</i> <i>Using land and property to deliver the Combined Authority's corporate priorities</i>	Mobility Services <i>Changing the way people travel around the region by public transport</i> <i>Enabling people to access employment, education and local services and facilities</i>
	Supporting these Corporate Priorities: 	Supporting these Corporate Priorities: 	Supporting these Corporate Priorities: 



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

31	To modernise our travel payment and information services Our Customer Services team; 1. Enable over 150,000 under 19s and over 250,000 older and disabled people to free or discounted public transport 2. Manage over 1million MCard sales through over 700 outlets, Metro Travel Centres online and on smart phone 3. Answer 1.1 million travel information enquiries In 2020/21, to improve our service, we will; 4. Increase bus use amongst under 25s at no increased cost to the Combined Authority through delivery of the West Yorkshire Bus Alliance workplan 5. Launch an MCard mobile ticketing app to grow the market for multi operator tickets as an early deliverable of our Future Mobility plans 6. Transform information to bus passengers at a reduced cost to the taxpayer 7. Modernise the bus station Travel Centres 8. Develop a system to retail MCards and administer travel bursaries for Further Education colleges	To strengthen our use of property to deliver the Combined Authority's strategic objectives Our Assets & Facilities Team; 1. Manage 20 bus stations situated in and around the Leeds City Region, over 14,000 bus stops and passenger shelters, 6 rail station car parks and a portfolio of non- transport assets 2. Provide strategic and commercial property advice to the organisation In 2020/21, to improve our service, we will; 3. Maximise the commercial potential of the Combined Authority's portfolio through the delivery of the Asset Development Plan 4. Reduce carbon generation from the Combined Authority's assets through a programme of projects and initiatives 5. Enable the delivery of Connecting Cities and Transforming Cities Fund projects to our operational estate 6. 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; 1. Fund, plan and procure socially necessary bus services for the region representing around 15% of the bus network (approx. 20 million passenger journeys a year) 2. Procure transport services for school and college students in line with the policies of the respective Local Authority 3. Deliver a quality, cost-effective and sustainable AccessBus service to people with limited mobility In 2020/21, to improve our service, we will; 4. Increase bus patronage and customer satisfaction through delivery of the West Yorkshire Bus Alliance workplan 5. Identify new models of delivering bus services and respond to changes in the Combined Authority's role in rail emerging from the Williams review 6. Develop and implement an Operating Model for the provision of flexibly routed demand responsive transport services
	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, Future Mobility Zone, Transforming Cities	Our key interfaces <ul style="list-style-type: none"> Bus and rail operators Local Councils DfT/ Transport for the North Emergency services

Corporate Priorities

Resources <i>(What we need)</i>	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, Future Mobility Zone, Transforming Cities	Our key interfaces <ul style="list-style-type: none"> Bus and rail operators Local Councils DfT/ Transport for the North Emergency services
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Values

Working Together Positive About Change Easy to Do Business With Working Intelligently Championing our Region

How we will improve our service
We will; Launch a new MCard app, pilot innovative demand responsive services, roll out a colour coded bus information system, refurbish Leeds Bus Station and plan similar improvements at Halifax, Huddersfield, Bradford and Dewsbury and implement schemes to reduce carbon generation from our property estate

Key risks, issues and assumptions

- Changes in bus company ownership and bus legislation
- Changes in rail franchising and governance
- Local and national trends in travel and retail behaviour
- Transport Levy reduction extends into 2020/21



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 and 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:
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Priorities <i>(What we want to achieve in 2020-21)</i>	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 include: 1. Reviewing and updating finance policies and processes and user documentation and training 2. Progress the implementation of a new efficient finance, budgeting and HR system 3. Improving financial management information available to the directorates and senior management, including capital and revenue financial performance figures.	The team will continue to implement the HR strategy, seeking to put in place the foundations for robust HR management arrangements. Specifically: 1. Progress the directorate priorities identified by the business partners through business partner planning 2. Devising a pay and reward strategy for the organisation 3. Improve management information available. 4. Deliver improved health and safety processes and policies via the third year of the action plan 5. Further develop the employee wellbeing strategy, including mental health awareness training. 6. Embed new policies on recruitment and performance management and complete the updating of the remaining policies and procedures with an initial focus on improved recruitment and retention 7. Progress work on our learning and development offer.	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. Implement Contract management monitoring and reporting mechanisms. 4. Refresh and implement social value through procurement approach including how clean growth and lower carbon emission ambitions will be met. 5. Embed Stakeholder Management 6. Lay foundations for Category Management 7. Lay foundations for Risk Management approaches with particular focus around preparing for and managing the implications of Brexit.
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Corporate Priorities

Resources <i>(What we need)</i>	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.
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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. 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.

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
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	ICT Services Delivering a modern, secure and highly reliable technology service 	Legal and Governance Providing strategic and operational support within a framework of good governance, transparency and compliance. 	Internal Audit Providing assurance and advice on the effectiveness of internal controls, governance and risk management.
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Priorities <i>(What we want to achieve in 2020-21)</i> 33	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: <ol style="list-style-type: none"> 1. Completing delivery of the Corporate Technology Programme (CTP). 2. Harnessing technology to reduce corporate carbon usage and facilitate inclusive growth. 3. Innovating and developing new ways of working via the digitisation of processes using the new technology delivered via CTP. 4. Developing and resourcing a new programme of technology projects in Corporate Services and across directorates. 5. Working partnership with Transport Services to develop a new Real-Time strategy, procure an updated system and support the emerging Transport Technology Programme. 	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: <ol style="list-style-type: none"> 1. Driving governance & compliance – with a focus on data protection, compliance with our equality duty, internal governance and decision making and transparency 2. Enabling corporate priorities – bus/rail projects, TCF, CTP, devolution and LEP Review 3. 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 4. 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: <ol style="list-style-type: none"> 1. Delivering the annual audit plan, using agile audit techniques to improve the effectiveness of the audit work undertaken. 2. Providing an annual assurance opinion. 3. Providing advice and guidance across a range of internal control matters with particular emphasis on the supporting clean growth corporate priority.
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Corporate Priorities

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Key risks, issues and assumptions

- Risk:** Insufficient resource to deliver for new and emerging priorities including devolution, successful capital bids and bus options
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Plan on a Page reference	Policy, Strategy and Communications KPIs: Apr 2020 - Mar 2021 DRAFT			
	Key Performance Indicator (Performance Indicators are quantified where possible, and otherwise measures of successful delivery)	Target	Responsible officer	Background notes
Policy and Strategy				
PS1	Energy Strategy (PS1): Performance against the Energy Strategy and Delivery Plan (performance dashboard capturing progress of projects is in development and will be amalgamated into an overall RAG)	Green (or number of projects on track)	Policy Manager - Energy & Sustainability	
PS1 and CM1/2	Tackling the Climate Emergency: Sectoral pathways agreed and delivery plans developed	Milestones / Progress measure: Draft pathways produced (May 2020), final pathways produced (June 2020), number of delivery plans in place (tbc)	Policy Manager - Energy & Sustainability	
PS2 and CM1	Devolution: Progress towards securing and implementing a devolution deal within timescales negotiated with Government	Milestones: Deal announced (March), consultation launched (May 2020), deal endorsed by Districts and SoS approval (September 2020), consent to order, readiness measure (tbc), enter election purdah.	Head of Policy and Strategy Coordination and Lead Policy Manager - Public Sector Reform	
PS3 and R13	Strategy: Launch and population of the Strategic Economic Framework, including LIS and Inclusive Growth Strategies along with a monitoring and impact framework.	Milestones: Policy overviews complete (April 2020); Overarching narrative complete (May 2020); Monitoring and Impact framework developed (May 2020); Website developed (June 2020); SEF launched Summer 2020 including completed LIS	Head of Policy and Strategy Coordination and Economic & Transport Analysis Manager	
PS4	Funding: Proportion of European Structural and Investment Funds allocated (will need to be a different, more complicated measure due to operation of national reserve fund)	Equivalent to 100% of original allocation (but relying on availability of monies via the national reserve fund and highly dependent on applicants applying for the funding)	Policy Manager - ESIF	
PS5	Inclusive Growth: Ensuring that our pipeline of (new and existing) interventions, covering all policy areas, draws on and deliver against the Inclusive Growth Framework (once adopted).	Adoption of the Inclusive Growth Framework by Combined Authority and LEP in July 2020	Lead Policy Manager - Public Sector Reform	
PS6	Establish a rail strategy: Developing a cohesive vision for rail connectivity in the region	Milestones: Rail Connectivity Vision to Transport Committee (June 2020), Final strategy for engagement (November 2020)	Lead Policy Manager - Rail	
PS6 and CM1	Strategic Rail: Influence Government to deliver HS2 Phase 2b in full	Milestone (Government announcement dependent) – Agree petitioning approach (June 2020)	Lead Policy Manager - Rail	
PS6 and CM1	Strategic Rail: Influence Government to deliver Northern Powerhouse Rail with a City Centre station in Bradford	Milestone – Work with TfN on an SOBC (TfN's target date is December 2020 but subject to the review of HS2)	Lead Policy Manager - Rail	
PS6	Mass Transit: Secure sufficient funding and develop effective plans	Milestones Secure funding from Combined Authority (June 2020), Strategic Outline Business Case (June 2021)	Policy Manager - Future Connectivity	
PS6	Bus: Develop plans for the future of bus services in the region	Milestone – CA report on options (June 2020)	Policy Manager - Bus	
PS7	Bus: Transition Bus Alliance into effective delivery	RAG rating of Green for programme	Policy Manager - Bus	
PS8	Establish a connectivity plan and pipeline promoting active and decarbonised travel	Milestones: Input into Spending Round (July 2020)	Policy Manager - Transport Strategy Implementation	
PS9	Place: Deliver a Place Narrative articulating the distinct spatial character of the region which supports infrastructure needs and development of an investment pipeline for the city region	Milestones - Draft produced (May 2020); final draft produced, strategy agreed (dates TBC), Site Pipeline Review- resource and capacity assessment and cost (April)	Policy Manager - Spatial Planning and Policy Manager - Housing	
PS10	Skills Commission: Complete delivery and agree recommendations	Milestones: Publish/launch final report (May 2020)	Policy Manager - Skills Commission	
	Flooding: Delivery of Leeds City Region Flood Review Recommendations	7	Policy Manager - Strategic Networks	
	Flooding: Pipeline development and full funding of 27 priority Flood Risk Management schemes	Number of schemes in a fully funded position	Policy Manager - Strategic Networks	
	Digital Infrastructure: Boosting productivity by developing a full fibre infrastructure programme across the region, focusing on hard to reach areas	External funding secured: West Yorkshire Full Fibre Programme to Decision Point 2 (tbc – subject to programme detail from Govt)	Policy Manager - Strategic Networks	
CM1	Government influencing: Positively influence Government to secure change in relation to key priorities including strategic rail (NPR, HS2 etc), devolution, skills and climate change	As set out in policy and strategy sections above	Head of Communications, Marketing and Digital	
Communications and Marketing				
CM2	Media coverage: Raise the profile of key spokespeople and the Combined Authority/LEP; strengthen our contribution to national debates	£6m global advertising equivalent directly generated by the C&M team	Head of Communications, Marketing and Digital	During this year, we will be reviewing our approach to assessing the impact of communications and marketing, going beyond AVE (Advertising Value Equivalent) metrics, to adopt more outcome-focused measures of effectiveness appropriate to an increasingly digitally focused environment. We will develop an improved approach to evaluating benefits, using a smarter blend of quantitative and qualitative measures that capture how these play a fundamental role in supporting the organisation's priorities. In particular we will review how we can better align to the Government Communications Service's evaluation framework and the Barcelona Principles, a worldwide PR industry-recognised best practice approach.
CM2		20 local, regional pieces of content directly generated by the C&M team	Head of Communications, Marketing and Digital	
CM2		2 national pieces of content per priority theme directly generated by the C&M team (strategic transport, skills, climate emergency, promotion of the region)	Head of Communications, Marketing and Digital	
CM2/ CM5	Social media reach	Engagement, reach and follower increases established per channel	Head of Communications, Marketing and Digital	
CM2/ CM5	Social media engagement	60% of all posts to achieve a 2.5% engagement rate	Head of Communications, Marketing and Digital	
CM5	Campaign measurement: Promote the region nationally and internationally, and the Combined Authority/ LEP's transport and economic services locally and regionally to ensure take-up of those services	Contributions to: increased perceptions of the organisation, increased perceptions of the region and driving audience behaviour change (metrics to be established per campaign)	Head of Communications, Marketing and Digital	Impact measured through KPI progress of Directorates (dependent on measurement outside C&M teams), and through market research
CM5	Campaign measurement: Develop and launch a high-profile programme of active travel communications to champion healthier and low carbon means of travel, including through City Connect	Contributions to: increased perceptions of the organisation, increased perceptions of the region and driving audience behaviour change (metrics to be established per campaign)	Head of Communications, Marketing and Digital	Impact measured through KPI progress of Directorates (dependent on measurement outside C&M teams), and through market research
	Income generation	£300k generated through commercialised communications, marketing, consultation and engagement services	Head of Communications, Marketing and Digital	
CM8	Internal communications: Contribute to the next phase of organisational change through strategic and tactical internal communications	80% global satisfaction rate with internal communications, as measured through employee surveys and behaviour change in relation to specific corporate priorities	Head of Communications, Marketing and Digital	Annually (note influenced but not fully controlled by communications). Metrics to be established per campaign
CM9	Consultation and engagement: Provide a high quality, responsive consultation and engagement function to the organisation and partners	Metrics around reach/ engagement rate to be established for individual projects. Numbers of informed, engaged and registered visitors to Your Voice website to be monitored	Head of Communications, Marketing and Digital	On a project-by-project basis - quarterly monitoring
Research and Intelligence				
R1 / R12	Implement an agreed, coherent and structured approach to project and programme evaluation	Milestones: SLT sign-off for Evaluation strategy (April 2020), SLT sign-off of Evaluation Implementation plan (May 2020), Build dedicated evaluation team (September 2020)	Head of Research and Intelligence	
N/A	Income generation	Generate up to £200k of external income to support development of the function and additional capacity to internal and external customers and partners	Head of Research and Intelligence	
R1 / R14	Primary research projects successfully managed and overseen by the Research Commissioning Group	20	Economic Evidence Manager	
R4 / R17	Wider engagement and promotion of the LCR Infrastructure map	5000 views of the LCR Infrastructure map	Research and Spatial Intelligence Manager	
R4 / R15	Proportion of R&I customers report 8/10 satisfaction score	Average customer satisfaction score of 8/10	Research and Spatial Intelligence Manager, Economic and Transport Analysis Manager	
R4 / R15	Advocacy – introduce a structured approach to the communication and messaging flowing the CA's economic intelligence and commissioned research work	The number of research reports and publications produced by the Research and Intelligence team and shared externally through LEP and Combined Authority web sites (up to 10)	Economic Evidence Manager	
R15 / R17	Partner engagement	4 LCR Research Group meetings (managed and chaired by R&I team), 4 LCR Spatial Intelligence Group meetings and 4 research briefing communication newsletter produced for Local Authorities and other partners	Research and Spatial Intelligence Manager, Economic and Transport Analysis Manager	

Delivery KPIs: Apr 2020 - Mar 2021 DRAFT				
KPI Ref	Indicator	Target	Responsible officer	Background notes
Delivery				
D1	Growth Deal spend achieved in accordance with agreed cumulative target	£516m spend	Head of Portfolio Management and Appraisal (PMA)	£516m by end of financial year 2020/21 – split by economic and WY+TF. Measured quarterly.
D2	Leeds Public Transport Improvement Programme (LPTIP) spend achieved in accordance with agreed cumulative target	£154m spend	Head of Portfolio Management and Appraisal (PMA)	£161m by end of financial year 2020/21. Measured quarterly. May change following discussions with DfT. 90% of target is the achievable target, 100% is the stretch target.
D3	Local Transport Plan Integrated Transport Block (ITB) 2020/21 spend achieved	£13m spend	Head of Portfolio Management and Appraisal (PMA)	£13m spend 2020/21 financial year 2020/21 Measured quarterly. 90% of target is the achievable target, 100% is the stretch target.
D4	TCF 2020/21 spend achieved in accordance with agreed target	£xx m spend (TBC)	Head of Portfolio Management and Appraisal (PMA)	Measured quarterly. Dependent on the funding awarded, lowest £16.3m and highest £31.7m by end of financial year 2020/21. Figures to be confirmed once DfT approval received. 90% of target is the achievable target, 100% is the stretch target.
D5	Accurate spend forecasting	Spend each quarter to be within 10% of the agreed forecast	Head of Portfolio Management and Appraisal (PMA)	Agreed forecast from start of financial year or from the latest budget and spending profile from the Funding Agreement or Variation if an additional approval has been achieved. This will be challenging compared with previous years as we have encountered significant deterioration of spend against forecasts.
D6	Accurate programme forecasting	75% of schemes progressing to the next Decision Point within the tolerance set at the last approval point	Head of Portfolio Management and Appraisal (PMA)	Agreed forecast for 20/21 from Transport Fund review or from the latest adjusted via a Decision Point approval. This will be challenging compared with previous years as we have encountered programme slippage.
D7	Growth Deal outputs within forecast to meet agreed targets: A) Jobs created / safeguarded	3000	Head of Portfolio Management and Appraisal (PMA)	80% of target is the achievable target, 100% is the stretch target.
D7	Growth Deal outputs within forecast to meet agreed targets: B) Homes enabled	700	Head of Portfolio Management and Appraisal (PMA)	80% of target is the achievable target, 100% is the stretch target.
D7	Growth Deal outputs within forecast to meet agreed targets: C) Homes completed	300	Head of Portfolio Management and Appraisal (PMA)	80% of target is the achievable target, 100% is the stretch target.
D7	Growth Deal outputs within forecast to meet agreed targets: D) Public / private investment (match funding)	£120,028,000	Head of Portfolio Management and Appraisal (PMA)	80% of target is the achievable target, 100% is the stretch target.
Portfolio Management and Appraisal (PMA)				
P1	Appraisal Specification Reports reviewed and feedback provided within 15 working days of receipt	90% (monthly)	Head of Portfolio Management and Appraisal (PMA)	Number received 'vs' number reviewed within 15 working days.
P2	PIMS data reflects decision point approvals within 4 working weeks	90% (monthly)	Head of Portfolio Management and Appraisal (PMA)	Decision Point approval is date of Investment Committee, Combined Authority or Managing Director approval. PIMS data is schedule, documentation, decision point certificate, funding approvals, spend forecasts, tolerances, pathway and approval route.
P3	Assurance process approvals are obtained within the timescales detailed in the Programme Appraisal Team Schedule	90% (monthly)	Head of Portfolio Management and Appraisal (PMA)	On recommendation for approval by PAT, the project or programme will obtain approval from the relevant decision-making body within the timescales as set out in the Programme Appraisal Team Schedule.
P4	Cost for administering programmes for Combined Authority wider than Delivery	Less than 1.75% of the annual capital spend (quarterly)	Head of Portfolio Management and Appraisal (PMA)	Demonstrating efficiency of the Combined Authority Assurance Framework and processes.
Economic Implementation				
E11	Number of premises connected to Superfast Broadband as a direct result of the Broadband programme	44,623	Head of Economic Implementation	Linked to cumulative supplier contractual KPI. 20/21 annual target 6,415.
E12	Number of businesses protected from flood risk as a result of projects delivered in receipt of Growth Deal funds.	1000	Head of Economic Implementation	Project at Mytholmroyd, and the natural flood management projects in the Colne, Calder and Upper Aire catchments due to complete.
E13	Square footage of commercial floor space created through the Enterprise Zone programme	170,400	Head of Economic Implementation	Unit construction at Gain Lane, Plot 3 South Kirkby and Moor Park.
E14	Number of hectares of brownfield land enabled for development through the Enterprise Zones programme	18.5 ha	Head of Economic Implementation	Sites at Gain Lane, Moor Park and South Kirkby.
E15	Number of operational college facilities in receipt of Growth Deal funding which are now operational (new build and refurbishments).	11	Head of Economic Implementation	Advice and support to projects across the city region.
E16	Number of Low Carbon Projects supported through the Energy Accelerator to Gateway 2 (achieving signed Sponsorship Agreement) by 2021	8	Head of Economic Implementation	Advice and support to projects across the city region.
E17	Corporate Technology Programme - Number of processes digitised in Digitising Services	8	Head of Economic Implementation	Eight business processes to be digitised.
E18	Corporate Technology Programme - Implementation of new network	10GB Network Speed	Head of Economic Implementation	Network speed increased from current baseline of 1gb to 10gb. This will also enable the internet bandwidth to be increased.
Transport Implementation				
T11	All Transport Programme progression	Programme profile to be 50% in development, 25% in delivery and 25% complete	Head of Transport Implementation	
T12	Delivery of high-quality cycle facilities	Delivery of 28km's of high-quality cycleway	Head of Transport Implementation	High quality cycleway excludes advisory cycle lanes. Cycle priority treatments includes side road priority, filtered permeability, parallel crossings, separate cycle signal phases, early starts, cycle gate, cycle bypasses and two stage right turns. Cycle Priority treatments would exclude the provision of ASL's as a stand-alone feature.
		Delivery of 37 no junctions with cycle priority treatments	Head of Transport Implementation	
T13	Delivery of increased park and ride car parking spaces	Delivery 1,000 park & ride (bus/ rail) car parking spaces in the region	Head of Transport Implementation	
T14	Delivery of improvements to bus service provision	Delivery of 500 improvements to bus stop facilities	Head of Transport Implementation	
T15	Delivery of traffic signal junction upgrades across West Yorkshire	77 junction signals upgraded	Head of Transport Implementation	Main source of delivery will be the UTMC Element A project which entered delivery in 2019
T16	Schemes that promote clean energy use for transport	Delivery of 44 ULEV sites	Head of Transport Implementation	ULEV Programme to delivery 88 sites in total.

Economic Services, KPIs: Apr 2020 - Mar 2021 DRAFT			
Indicator	Target	Responsible officer	Background notes
Business Support			
Number of businesses supported to grow and develop	3300	Head of Business Support	Businesses supported through the Growth Service – measure of engagement, includes all programmes including those delivered in partnership (DE & Ad:Venture)
Number of businesses receiving intensive clean growth support	150	Head of Business Support	Businesses intensively supported through TPN and REF/RE: Biz
Number of businesses receiving intensive support to boost productivity and/or innovation capacity	100	Head of Business Support	Businesses supported through AI/CI/Productivity Pilot
Number of businesses receiving intensive support for growth and/or business resilience	1000	Head of Business Support	Businesses supported through Growth Service/BGP/SBG/IR/Brexit voucher
Number of businesses undertaking inclusive growth commitments	150	Head of Business Support	Across all grant schemes
Number of jobs created and/or safeguarded	700	Head of Business Support	Across all schemes, including those delivered in partnership and SIIF/DIIF
Proportion of businesses supported able to demonstrate growth	70%	Head of Business Support	
Grant funding invested in businesses	£6,000,000	Head of Business Support	
Private sector match-funding from grant funding invested	£24,000,000	Head of Business Support	Across all schemes delivered in the previous 12 months
Employment and Skills			
Final review of Delivery Agreements with FE colleges to deliver skills outcomes which support our economic priorities and inclusive growth ambitions.	7	Head of Employment and Skills	To carry out a final review of delivery agreements with FE colleges in West Yorkshire.
Disadvantaged schools and colleges from deprived areas engaged to improve performance towards good careers benchmarks.	92	Head of Employment and Skills	Action plans agreed with schools to improve performance towards Gatsby measures of good careers education. Schools are those in the 20% most deprived wards nationally
Businesses influenced to engage with education, apprenticeships, sector skills initiatives and new employment opportunities	800	Head of Employment and Skills	Businesses influenced through the following projects: Apprenticeship Grant for Employers (AGE), Employment Hub, Schools Partnerships, [re]boot.
People reached with information on careers linked to labour market information to promote better informed choices.	250,000	Head of Employment and Skills	People reached by futuregoals campaigns (including website views and students attending futuregoals assemblies) and delivery of teacher Continuous Professional Development (CPD) sessions
Individuals supported to upskill in skills shortage areas	1000	Head of Employment and Skills	Individuals supported to upskill through: [re]boot, Employment Hub and teacher CPD sessions.
Trade and Investment			
Total New Enquires Generated	100	Head of Trade and Investment	Maintained from 2019/20
Total New Enquiries a) of which number of non-core City Inward Investment enquiries generated	50	Head of Trade and Investment	Target linked to the objective to stimulate inward investment in the wider Leeds City Region
Total New Enquiries b) of which number generated through Investor development activity	30	Head of Trade and Investment	Reflecting the contribution of the new (Key Account Management (KAM) team activity with indigenous Foreign Direct Investment (FDI) firms
Total projects to Leeds City Region (Successes) a) of which number of projects to non-core City Regions	15	Head of Trade and Investment	Reduced in line with refocus of priorities and in a climate where national Foreign Direct Investment (FDI) has reduced by 40%. KPI to target rebalancing spread of investments
Total projects to Leeds City Region (Successes) b) of which number delivered through Investor development activity	15	Head of Trade and Investment	Reduced in line with refocus of priorities and in a climate where national Foreign Direct Investment (FDI) has reduced by 40%. Reflecting the contribution of the new Key Account Manager team activity with indigenous FDI firms
New Jobs Created (Successes)	2000	Head of Trade and Investment	Challenging in a climate where national FDI has reduced by 40%
Jobs Safeguarded (Successes)	200	Head of Trade and Investment	In likelihood of safeguarding priority post-Brexit
Private Sector Investment Leveraged	£50,000,000	Head of Trade and Investment	Increased to reflect total leverage of investments
Number of companies that will be actively account managed through investor development activity	12	Head of Trade and Investment	Reflecting the contribution of the new KAM team activity with indigenous FDI firms
Actual jobs created (SIIF, DIIF)	250	Head of Trade and Investment	Jobs created through Strategic Inward Investment Fund (SIIF) and Digital Inward Investment Fund (DIIF)
Number of active contacts developed in new and emerging markets (including China and India)	50	Head of Trade and Investment	A measure of the growth in LEP involvement in China and India initiatives and the proactivity of the approach. Collated on a monthly basis and records details of key contacts made.
Number of businesses assisted with overseas trade initiatives	350	Head of Trade and Investment	A measure of the engagement with the businesses through LEP services on overseas trade matters. Collected monthly detailing referrals by advisers (Growth Managers and Key Account Managers) to key trade partners and direct involvement of business in LEP trade Initiatives.

Transport Services, KPI monthly snapshot 2020/21: Apr 2020 - Mar 2021 DRAFT				
Indicator	Target	Measurement	Responsible officer	Background notes
2020/21 Key Performance Indicators				
Fare Deal for Young People under 19	Approval of approach and scheme by Combined Authority in March 2020, implementation September 2020	To increase bus use by under 19's by 2% against 2019/20 baseline	Head of Customer Service	Baseline figure 2019/20 total, to be confirmed at financial year end
		Launch new YP MCard app by May 2020	Head of Customer Service	
		Approval of approach by CA Board March 2020	Head of Customer Service	
Launch a new MCard app	Launch app by May 2020	Smart transaction data	Head of Customer Service	
Increase bus use amongst under 19s	To increase by 5% against 2018/19 benchmark of 69,694 sales	Sales data	Head of Customer Service	New MCard app will include eligibility for Young Person's Concessions
		Promotions run over Summer 2020	Head of Customer Service	
Roll out of Core Bus Network Navigation - a colour coded core bus route information system	Member sign off May 2020	Milestone	Head of Customer Service	Core Bus Network Navigation aims to provide a colour coded, map-based wayfinding system through digital, online and printed media and visible on-street infrastructure, to ensure that the bus network is accessible and easy to navigate. It aims to present existing and potential bus users with a comprehensive, inclusive and simple to navigate network of the core bus services and is intended to promote usage of the bus network and help support the longer term objective of doubling bus patronage in Leeds and increasing by 25% across the region by 2040.
Leeds Bus Station and Travel Centre enhancement	New enhanced model for Leeds Bus Station and Travel Centre by July 2021	Milestone	Head of Customer Service / Head of Assets	
All West Yorkshire Bus Station and Travel Centre enhancements rolled out	New working model across West Yorkshire Bus Stations and Travel Centres by March 2022	Milestone	Head of Customer Service / Head of Assets	
Develop an Asset Development Plan	Plan approved by May 2020 to begin implementation	Milestone	Head of Assets	Assessment of commercial viability of each asset and exploit opportunity to increase income
Reduce net costs of Asset Portfolio	Reduce maintenance costs by 3% on last year's budget	Cost and income revenue data	Head of Assets	Reducing revenue costs by 3% will be achieved by contract management and energy usage across bus stations and Combined Authority offices
	100% implementation of 20/21 income generation measures in Asset Development Plan	Completion of 20/21 income generation measures in Asset Development Plan	Head of Assets	
Carbon Reduction Initiatives in bus Stations and Travel Centres	To reduce energy and water consumption by 3% against 2019/20 baseline	Carbon emissions	Head of Assets	Analysis of demographics and waste types at bus stations to devise further carbon reducing initiatives
	To increase recycling by 10%	Recycling measures and completed CA Tackling Climate Emergency actions	Head of Assets	
	Align with partners in the region to introduce carbon reduction campaigns in bus stations	Number of carbon reduction initiatives rolled out into bus stations	Head of Assets	
Carbon Reduction Initiatives in Combined Authority Offices	Reduce energy and water consumption by a further 10%	Carbon emissions	Head of Assets	The Combined Authority has already reduced energy consumption y 34% since 2012 and a further 10% reduction is targeted for 2020/21
	To increase recycling by a further 30%	Recycling measures	Head of Assets	
	To switch to green/sustainable energy suppliers by April 2021	Contract and supplier management	Head of Assets	
Launch East Leeds Demand Responsive Transport (DRT) pilot service	Launch East Leeds DRT pilot Oct 2020 - Jan 2021	Milestone and feedback (working effectively with policy directorate)	Head of Mobility Services	
Maximising the effectiveness of Access Bus	To maximise usage of Access Bus on services provided	Patronage data - maintain monthly average 36,984 of booked trips	Head of Mobility Services	Access Bus provides vital demand responsive services for people across our region who have difficulty using conventional bus services and/or have mobility needs that require extra care and support. Access Bus provide a valuable social link into the local community, support customers in living independently and remain in their own homes. It is difficult to quantify the benefit of Access Bus in terms of savings in increased welfare and social care and improved social wellbeing.
		Destination and journey type data	Head of Mobility Services	
		90% positive customer feedback	Head of Mobility Services	
Increased patronage on Leeds Park & Ride sites as capacity increases	To increase patronage on any additional capacity created	Patronage, parking and sales data	Head of Mobility Services	
Transport Strategy				
Indicator	Target	Measurement	Lead officer	Background notes
The Strategic Transport Plan sets out the high level strategic targets	Targets are set and monitored by the Combined Authority's Transport Committee	Link to WY Transport Strategy performance report monitored by Transport Committee - this is a range of data sources supplied by Combined Authority, District Councils and transport operators	Data collection and analysis Research & Intelligence, Head of Transport Policy and Director of Transport Services	
West Yorkshire Bus Alliance				
The Bus Alliance has established shared targets between the Combined Authority, District Councils and Bus Operators to improve bus patronage, performance and customer satisfaction	Increase bus patronage by 25% by 2027	Measured by sales data	Director of Transport Services	
	Average Bus Reliability at least 99.5%	Measured by bus operator declaration		
	Average bus punctuality at least 95%	Measured by real time data		
	Annual customer satisfaction score above national average	Measured by National Transport Focus survey		
MCard (WYTCL)				
The West Yorkshire Ticketing Company has established sales targets to grow the market for MCard with a specific focus on products to under 25s	Targets set to increase sales volumes in each product 5% year on year growth in sales revenue	To increase revenue for Under 25s by 10%	Service Development Manager	
Customer Services				
Performance Management area	Target	Measure	Responsible officer	Background notes
Customer satisfaction	Annual customer satisfaction score above national average with bus information and ticketing	An average of 8/10 satisfaction score with information across all outlets through the Tracker Survey	Head of Customer Service	Transport Focus baseline figures for Autumn 2019 as yet to be confirmed The target will be increase by +1% and our dedicated teams will be tasked with improving journey satisfaction during major works and development projects ongoing across our region by delivering excellent customer service and improvements through our digital payment and bus information strategies
		An overall journey satisfaction score improvement of 1% on last year's (Autumn 2019) in the Transport Focus annual review of bus services in West Yorkshire	Head of Customer Service	
Channel Shift - directing customers to self serve	Increase total transactions by digital self serve (current 78%)	50% of concessionary passes to be ordered online	Head of Customer Service	
		80% of Mcards purchased from Travel Centre alternatives	Head of Customer Service	
		97% of information transactions to be self serve	Head of Customer Service	
Service Effectiveness	Demographic analysis and Equality Impact Assessment of changes to service provision	Carry out and document Equality Impact Assessments on changes to, introduction or withdrawal of customer service delivered functions	Head of Customer Service	
		Consultation and engagements with key stakeholders on any service withdrawal	Head of Customer Service	
Service Utilisation	Usage of services - volumes of passes in circulation and journeys made using them	Annual increase of 2% in trips by Under 19's (on a baseline of 8.4 million)	Head of Customer Service	This measure enables the Combined Authority to demonstrate the value of its investment in the Under19's concessionary travel scheme
Assets				
Performance Management area	Target	Measure	Responsible officer	Background notes
Environmental Performance	Target to reduce carbon and energy use against 2019 baseline	To reduce carbon emissions by 3% against 2018/19 baseline	Head of Assets	To be achieved by a combination of reducing energy consumption and switching to a more sustainable energy supplier. A 34% reduction in electric usage (principal utility) over 2012-2018 means further reductions are challenging
Net cost reduction	Reduction in revenue running costs for the operational estate	Reduce property revenue running costs by 3% against 2019/20 outturn	Head of Assets	The 3% saving is based on planned capital investment reducing the need for revenue maintenance investment.
	Increase income from commercial estate	Increase Commercial property income by 3% against 2018/19 outturn	Head of Assets	
Service Utilisation	Establish metrics for footfall in bus stations and interchanges	Establish Baseline footfall figures and produce an action plan for maintaining footfall in a declining market	Head of Assets	Understanding of the usage and demographic of bus stations and facilities will be vital in informing investment decisions and income forecasting. The operational estate has potential to provide significant revenue opportunity through advertising, promotion of services and commercial tenancies
Health & Safety within CA owned Bus Stations	Performance against baseline (baseline to be established)	Establish the scope and uniformed format for incident reporting across the service and develop an action plan for effective risk assessment and reduction of incident	Head of Assets	Incident management within the operational estate is well managed across different teams however, over this financial year we will review and modernise current methods and monitoring. We will develop a more uniformed and digitised system, and implement any improvements to ensure we have robust reporting and assessment data to improve risk management and effective intervention measures
Mobility Services				
Performance Management area	Target	Measure	Responsible officer	Background notes
Value for Money	Average subsidy per passenger on supported bus services (£1.93)	ETM data from bus operators	Head of Mobility Services	
		Contract Value and operators revenue declarations	Head of Mobility Services	
	Average cost per passenger on Education Transport services (£0.39)	£2.6m across 20,000 children and 85% usage of services	Head of Mobility Services	
Service Utilisation	Total number of pupils/ students for whom transport is provided (20,000)	Pupil/student records. Output from booking/scheduling system typically 85% usage	Head of Mobility Services	
		Subsidy cost per Access Bus customer. Key destinations served. Maintain average booked trips at 36,984 per month	Head of Mobility Services	
		Customer feedback - 90% satisfied or very satisfied customer feedback		
Service Effectiveness	Accessibility of communities to a daytime local bus service	Complete gap analysis of the commercial and tendered bus network by December 2020	Head of Mobility Services	
	Equality Impact Assessment of any major changes to service provision	100% completion and record of impact assessment for major service changes. Consultation and engagements with key stakeholders on any service withdrawal	Head of Mobility Services	
Contract Compliance – bus and SEN services	Service quality and delivery standards set by contracts	Observational monitoring, performance data analysis and complaint investigation	Head of Mobility Services	
Delivery against partner objectives – Education Transport	Indicators set by partner Councils for Home to School transport	To be developed, but likely to include cost per trip	Head of Mobility Services	
Bus Services Safety	Service safety standards set by contracts including safeguarding measures	Observational monitoring, performance data analysis and complaint investigation	Head of Mobility Services	

Corporate Services KPIs: Apr 2020 - Mar 2021 DRAFT			
Indicator	Target	Responsible Officer	Background notes
Corporate Services KPIs			
Customer satisfaction with services received from Corporate Services teams	80%	Director of Corporate Services	To be measured through an annual survey
Development of comprehensive suite of management information covering all areas	Sep-20	Director of Corporate Services	To be complete by Sep 20 but implemented in phases prior to that date
Finance			
Revenue budget outturn balanced to reported 'planned' / 'forecast' position	100%	Management Accountant	
12 x successful and accurate payrolls paid on time	100%	Financial Accountant	
Prompt Payment code – undisputed invoices within 60 days (also monitor 30 days)	95%	Financial Accountant	The target of 95% is the requirement of the code
Annual Accounts published – draft by 31 May 2020 and unqualified / final by 31 Jul 2020	100%	Financial Accountant	
New Finance / HR system approved and aim to implement by end of 2020/21	DP2 - Apr 20, DP5 - Jul/Aug 20, DP6 - January 2021	Head of Finance	
Budget Planning (revenue & capital) – overall aim to have 2021/22 budget approved in February 2021	100%	Management Accountant	
Finance Manual – develop / create	Sep-20	Head of Finance	
Staff FTE – Budget, Payroll & HR records align	Sep-20	Head of Finance	
Statutory / regulatory / compliance deadlines met	100%	Management Accountant	
Human Resources			
Average absence (as % of workforce) by directorate	10%	SLT	
Increase in women in management roles	Increase to at least 50%	SLT	Currently the organisation has 48.3% women in the management role (Grade L & above)
Increase of BAME across organisation	5% increase	SLT	Currently the percentage of BAME in the organisation is 11.6%. This only includes those individuals who have disclosed their ethnicity as some individuals have preferred not to say
Delivery of HR Strategy: Recruitment Toolkit	Apr-20	Head of HR	
Delivery of HR Strategy: Attendance Policy	May-20	Head of HR	
Delivery of HR Strategy: Performance Management	Jun-20	Head of HR	
Delivery of HR Strategy: Disciplinary and Grievance	Jul-20	Head of HR	
Delivery of HR Strategy: Benefits and Rewards	Jul-20	Head of HR	
Spend against approved learning and development budget	monitor	Head of HR	
Increase in number of apprentices/better use of levy	33	HR Business Partners	Currently we have 11 apprentices in the organisation. 22 anticipated through Emerging Leaders Programme. This programme will address a management training need and provides better use of levy
Delivery of year three of the health and safety strategy	Mar-21	H and S Business Partner	Detail currently being finalised with H and S Committee/Regulatory and Compliance Board
Procurement			
Procurement savings as a % of addressable spend	5%	Procurement Manager	
Procurement return on investment	5 times the cost of procurement team	Procurement Manager	
Project Delivery - ensuring delivery of the pipeline of projects	50 operational and 15 strategic projects	Procurement Manager	
Timeliness of delivery (RAG Status at point of delivery against agreed project plan)	100% of projects completed on time	Procurement Manager	Reflects delivery to promise
Customer Satisfaction	Good or above for all projects	Procurement Manager	This information will be obtained via surveys at the end of each procurement project
Procurement strategies will include incorporation of social value for all procurement over £25k (number of procurement strategies)	100%	Procurement Manager	
ICT Services			
% Real-Time, Yournextbus: Vehicle Being Tracked	78%	Travel Systems Manager	Allows for the fact that tracking above this is not possible due to external stakeholder factors
% Real-Time central system up time	98%	Travel Systems Manager	System is largely outsourced and target is in line with operational contract.
% Core Network Up Time	99%	Technical Services Manager	Industry standard target
% Internet Up Time	99%	Technical Services Manager	Industry standard target
% Business critical systems availability: CHASE 08:00 to 17:30	98%	Business Systems Manager	
% Business critical systems availability: Dream 08:00 to 17:30	98%	Business Systems Manager	
% Business critical systems availability: Proactis 08:00 to 17:30	98%	Business Systems Manager	
% Business critical systems availability: Payroll 08:00 to 17:30	98%	Business Systems Manager	
ICT Service Desk: Incidents closed within generic SLA	80%	Technical Services Manager	Achieving a higher figure requires CTP Service Management project to complete.
ICT Service Desk: Requests closed with generic SLA	80%	Technical Services Manager	Achieving a higher figure requires CTP Service Management project to complete.
% Website (external and internal) availability 24/7 - Requires Digital Team to report downtime to ICT Service Desk	98%	Business Systems Manager	Achieving a higher figure requires CTP Service Management project to complete.
Legal and Governance Services			
Response to FO/EIR within statutory timescales	100%	Data Protection Officer	
IG review of DPIAs within 10 working days	90%	Data Protection Officer	
Initial IG/DPO review of Data Security incidents within 72 hours	100%	Data Protection Officer	
Regulatory review of draft revised corporate policies within 10 working days	90%	Regulatory Lawyer	
Compliance with statutory requirements regarding committee agenda publication	100%	Governance Services Manager	
Respond to Request for Decision reports (RfD) as part of RfD clearance process within 5 working days	90%	Head of Legal and Governance Services	NB: the five working day period will restart at the start of day one again: If/when a new version/draft RfD is issued by the author. If the draft RfD received results in substantial discussion with the author (for advice and/or clarification purposes) which in turn results in substantial redrafting being required by either the author or Legal. In this case the five working day period will start again at the beginning of the first day after the clarification has taken place and, if the resulting work is particularly complex, an extension on the five working day period will be negotiated if reasonably required
Assurance Framework updated in relation to governance elements in accordance with Government requirements and timescales	100%	Governance Lawyer	
Revised Combined Authority governance arrangements approved to reflect any revised LEP or MCA arrangements	100%	Governance Lawyer	
Overall positive customer satisfaction rating	80%	Head of Legal and Governance Services	% relates to customers who are 'satisfied/very satisfied' with the overall service they receive. Feedback to be monitored via a quarterly e-form sent to Heads of Service
Timeliness of delivery - completion of contracts	90%	Lead PPC Lawyer	To be measured against locally agreed targets between PPC and the customer
Internal Audit			
Number of agreed delivery deadlines concluded within agreed timescales	80%	Principal Auditor	
Number of customer feedback questionnaires returned	70%	Head of Internal Audit	
Overall positive customer satisfaction rating	80%	Head of Internal Audit	A rating of one or two is an overall satisfied rating
Final report on audits to be issued within one calendar week of the final agreed deadline	100%	Principal Auditor	
Grant claims processed within three working days of a fully completed file being received	90%	Internal Auditor	
Transformation and Performance			
Hold 2 incident management scenario tests during the year	2	Corporate Planning and Performance Manager	1 to be unannounced
Updated Incident Management and Business Recovery Plan to be approved and launched	By 31/07/20	Corporate Planning and Performance Manager	
Launch new Management Information dashboard by 31/05/20	30/06/2020	Corporate Planning and Performance Manager	
Hold 5 staff engagement/training events on corporate risk management procedures during the year	5	Corporate Planning and Performance Manager	At least one per Directorate
An effective Business Planning (including budget planning) development process aligned to Combined Authority governance timescales	Draft business plans approved by Combined Authority in Dec 2020, final in Feb 2021	Corporate Planning and Performance Manager	
	Positive feedback from SMT and Finance team	Corporate Planning and Performance Manager	
Corporate Performance Reporting / KPI monitoring - reports provided to meetings of the Combined Authority, LEP Board, Overview and Scrutiny Committee	100%	Corporate Planning and Performance Manager	

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Corporate Risk Update

Combined Authority risk appetite levels

	Low ↔ High Appetite					
	1	2	3	4	5	
Legal Compliance and Regulation	1					This is something for which the Combined Authority has no appetite for and expects minimal exposure to risk. Where it relates to a service which must be provided, significant controls must be in place.
Safety and Security	1					
Finance and Resources		2				There is a preference for what are deemed to be 'safe' options where there is a reduced degree of risk. Good controls are expected to be in place where risk remains.
Reputational		2				
Environmental		2				
Service Delivery and Operational			3			The Combined Authority accepts a level of risk may remain in the delivery of services in pursuit of our corporate priorities. The chosen option must present a healthy level of reward in relation to the risk faced.
Transformational Change				4		This is an area in which the Combined Authority has an increased appetite for risk. More uncertainty can be tolerated in seeking opportunities for improvement, commercialisation or innovation.
Development and Regeneration				4		

Corporate risk summary

		Probability	Impact	Mitigation summary	
Very high X5	CRR - SD1	<p>There is a risk that we fail to fully deliver projects and programmes (i.e. Growth Deal) within timescales or budget, or with the anticipated level of benefits, due to over-optimistic profiles, capacity within District partners and recruitment and retention challenges.</p>	Possible 3	Critical 5	<ul style="list-style-type: none"> • Significant monitoring and controls in place through PMO • Continuing support through 'District Pool' project resource • Call for projects to ensure healthy pipeline of projects/ programmes (2017) • Reviewing WY+TF portfolio with Chief Highways Officers • Review of housing outputs underway with district partners
	CRR - SD2	<p>There is a risk that there are challenges and disruption to the way in which the Combined Authority provides services and the resources available to deliver those, due to uncertainty surrounding the UK's future relationship with the EU.</p>	Possible 3	Critical 5	<ul style="list-style-type: none"> • Brexit working group in place with Director representation and links to West Yorkshire Resilience Forum • Ongoing liaison with Bus Operators for reassurance on preparation for fuel or labour shortages • Communications and media campaign has increased to focus on effective signposting and support • Monitoring of legislative developments • Additional grant funding available to support local businesses • Secured additional resources, and refocussed existing ones, to support more businesses to prepare for Brexit and to gain a better understanding of impacts/opportunities on the economy. • Identifying any projects which may be vulnerable to shortages in skilled labour or supply chain disruption
	CRR -FR3	<p>There is a risk that the Combined Authority does not secure an enhanced devolution deal or secure extensions to current funding agreements, due to government policy and failure to secure local agreement.</p>	Possible 3	Critical 5	<ul style="list-style-type: none"> • Devolution discussions continuing as a key priority • Development of pipelines to be 'bid' ready • Development of devolution 'Asks'.
	CRR - SD5	<p>There is a risk that there will be a major impact on achievement of organisational objectives and/or a need to reconsider objectives and divert resources, due to a major unanticipated change in national policy (Brexit; major change in govt policy).</p>	Possible 3	Critical 5	<ul style="list-style-type: none"> • Continued dialogue with Government • Policy and Strategy directorate continuing to monitor emerging national trends • Continued work with local LEPs and Combined Authorities
	CRR - SD6	<p>There is a risk that there could be major disruption to the delivery of business critical and frontline services, due to the Cononavirus outbreak and changes in the national response to this.</p>	Possible 3	Critical 5	<ul style="list-style-type: none"> • Ongoing monitoring of latest developments and Government advice • Continued update of service-specific business recovery plans to ensure scenarios impacting on critical services are identified and planned for • Precautionary measures in place and staff communications continuing

		Probability	Impact	Mitigation summary	
43 High x6	CRR-FR1	There is a risk that key services will cease and the knowledge and expertise we have developed to deliver them will be lost, due to uncertainty surrounding the availability and timing of future funding streams.	Possible 3	Serious 4	<ul style="list-style-type: none"> • Ongoing budget discussions with District partners • Ongoing devolution discussions with key stakeholders and Government, including the UK Shared Prosperity Fund • Regularly reviewing additional funding opportunities • Preparation of a submission to the 2020 Spending Review • Ongoing liaison with BEIS/DIT regarding continued funding
	CRR-DR1	There is a risk that a major contractor/supplier/recipient of Combined Authority funding encounters significant financial difficulties, or enters administration or liquidation, and are therefore unable to deliver agreed projects, due to current uncertainties within the construction industry.	Possible 3	Serious 4	<ul style="list-style-type: none"> • Contractual KPIs & penalty clauses • Agreed escalation routes in contracts • Ability to de-scope via change requests with partner buy-in • Embed security measures into as many contracts as possible e.g. bond, legal charge, priority in lending hierarchy • Regular financial checks in place through Procurement & contract/loan monitoring • External consultants procured to advise on future investment strategy/due diligence processes for more commercial deals
	CRR-FR2	There is a risk that there is insufficient floorspace to generate projected business rates income, due to challenges in bringing forward Enterprise Zone sites within Growth Deal funding and occupier incentive timescales.	Possible 3	Serious 4	<ul style="list-style-type: none"> • Progress policy gap workstreams in parallel with Delivery • Progress detailed due diligence & potential funding/overage agreement negotiations • Identify other potential land/property income streams for GD monies
	CRR-SS1	There is a risk that a major accident or injury occurs at a Combined Authority facility, due to the high volume of people and inherent operational risks present in a bus station, transport interchange or Combined Authority facility.	Unlikely 2	Critical 5	<ul style="list-style-type: none"> • Health and safety policies, procedures and processes in place • Staff training • Ongoing review of Health and Safety risks • Working with district emergency planning units to share knowledge and develop joint plans • Continued working with police on preventative measures • Business Continuity and Disaster Management workshops taking place at corporate level
	CRR-DR2	There is a risk that significant travel disruption arises from the implementation of major transport investment programmes, due to their intrusive nature, and a lack of effective communication or co-ordination.	Possible 3	Serious 4	<ul style="list-style-type: none"> • Close working with programme sponsors on phasing out of construction • Mitigating travel arrangements • Creation of a 'travel demand management plan' to inform and influence travel behaviours • Economic analysis taking place to further assess current situations and potential future risks
	CRR-SD3	There is a risk that there is a substantial reduction or alternation of services to	Possible 3	Serious 4	<ul style="list-style-type: none"> • Close relationships with operators to obtain early warnings • Dialogue with DFT, TFN

customers, **due to** the business failure, sale, or substantial change in bus/rail providers.

- Work commissioned and in progress to consider future bus options



Report to: Overview and Scrutiny Committee

Date: 20 March 2020

Subject: **Scrutiny Work Programme**

Director: Angela Taylor, Corporate Services

Author(s): Khaled Berroum, Scrutiny Officer

1. Purpose of this report

- 1.1 To note or amend the work programme for 2019/20 – including agenda items, formal referrals, reviews, key decisions, matters to raise at the next Combined Authority meeting and any other issues.

2. Information

- 2.1 The scrutiny work programme details the issues the Overview and Scrutiny Committee plans to undertake, investigate further and focus on in the current municipal year (July 2019 – July 2020) within the resources, remit and powers available to it.
- 2.2 The work programme is set at the beginning of the year and considered at each meeting where it can be amended and changed as the year progresses.

Referrals to scrutiny

- 2.1 Under Scrutiny Standing Order 10, any Combined Authority Member and any elected Member of a West Yorkshire (or City of York) council may formally refer a matter to scrutiny for consideration. The referral must be in writing to the Scrutiny Officer. The Committee must consider and discuss the referral and respond to the referrer explaining whether or not it will consider the matter further and why.
- 2.2 No referrals were made in writing to the scrutiny officer since the last meeting.

Reviews

- 2.3 A review of current scrutiny arrangements following the publication of new statutory scrutiny guidance by the government in 2019 (and accompanying 'Good Scrutiny Guide' by the Centre for Public Scrutiny) is underway.
- 2.4 No other formal reviews are ongoing or have been proposed at this time.

Agenda items and forward plan 2019/20

- 2.5 The agenda forward plan as it stands is outlined in **Appendix 1**. A shortlist of topics not yet assigned meeting dates is also included.

Working groups

- 2.6 Under Scrutiny Standing Order 7, the Overview and Scrutiny Committee may appoint working groups to consider matters more closely, fulfil 'tasks', make recommendations and otherwise inform the scrutiny process.
- 2.7 This year, the committee appointed two task and finish groups; one focusing on **climate change** and one on **business grants**.
- 2.8 The current memberships of the working groups are:
- *Climate change*: Councillors James Baker, Kayleigh Brooks, Dot Foster, David Jenkins.
 - *Business grants*: Councillors Stephen Baines, Stephen Fenton, David Jones, Geoff Winnard, Rosie Watson.
- 2.9 Councillor David Jones opted to join the Business Grants Working Group following the previous meeting on 17 January 2020.
- 2.10 Since the last committee meeting:
- **Business grants working group**: members have made a number of site visits to businesses who received grants in York, Bradford, Calderdale and Craven to discuss the programmes with them and gather evidence. The group will meet again to finalise conclusions, findings and recommendations soon.
 - **Climate Change working group**: members have arranged discussion and evidence sessions with executive/cabinet members and directors from West Yorkshire authorities responsible for leading on climate work also plan to speak to local civic groups, academic experts and the LEP's Green Economy Panel members in the coming weeks.
- 2.11 Lead Members, Cllr James Baker (climate change) and Cllr Stephen Baines (business grants), will update the committee verbally on any matters not included in this report.

Spokespersons

- 2.12 This standing item is an opportunity for spokespersons to update the committee on any of their activities in between meetings.

- 2.13 Earlier this year, the Committee agreed that a cross-party group of members should act as leads or spokespersons for each of the Combined Authority and LEP’s priority policy areas – economic growth / productivity, environment, transport and devolution / corporate & strategic issues.
- 2.14 Scrutiny spokespersons aim to remain briefed and abreast of developments, liaise with senior officers on behalf of the committee and periodically advise scrutiny members on any matter arising within their policy area.
- 2.15 At the last meeting it was proposed that the distribution of portfolios amongst spokespersons be altered to better align with the scope of the Combined Authority and LEP’s key advisory panels and committees instead of just the four corporate priorities and Councillor David Jones (Wakefield) was selected as skills spokesperson.
- 2.16 The amended list of spokespersons and their areas of focus are:
- Cllr Stephen Baines: business growth
 - Cllr James Baker (Deputy Chair): environment
 - Cllr Peter Harrand (Chair): corporate & strategic issues
 - Cllr Dot Foster: transport
 - Cllr David Jones: employment and skills
- 2.17 Full outline of current responsibilities are as follows:

‘Portfolio’	Panels / priorities	Spokesperson
Business growth	Business Innovation & Growth Inclusive Growth	Stephen Baines
Corporate & strategic issues	Governance & Audit Combined Authority / LEP Board Place (as appropriate)	Peter Harrand
Employment & skills	Employment and Skills	David Jones
Environment	Green Economy	James Baker
Transport	Transport Place (as appropriate)	Dot Foster

Key decisions and call in

- 2.18 Five members of the Overview and Scrutiny Committee – including at least one member from two different constituent councils (in West Yorkshire) – may call-in any decision of the Combined Authority, a decision-making committee¹ and any key decisions taken by an officer (except for urgent decisions). Key decisions are defined as any decision incurring a financial cost or saving of £1 million or more, or a decision likely to have ‘a significant effect’ on two or more wards.
- 2.19 Decision makers have two days to publish notice of a decision, at which point scrutiny members have five working days to call in the decision, delaying its implementation, and formally requiring the decision maker to reconsider. Scrutiny members are notified by email of decisions.

¹ Transport Committee and Investment Committee (as of 21019)

- 2.20 Members may call-in a decision by notifying the Scrutiny Officer in writing by 4.00 pm on the fifth working day following publication. The Committee then has 14 days to meet, scrutinise the decision and make any recommendations. Further information is set out in Scrutiny Standing Order 13.
- 2.21 The forward plan of key decisions is published on the [key decisions section of the Combined Authority's website](#). The forward plan of key decisions is attached at **Appendix 2**.
- 2.22 All decisions eligible for call-in taken by decision making committees (Combined Authority, Transport and Investment Committees) are published on [the meetings section of the Combined Authority website under each committee](#).

Matters to raise at the Combined Authority meeting on 6 February 2020

- 2.23 The Chair of the Overview and Scrutiny Committee has a standing invitation to meetings of the Combined Authority as a (non-voting) observer in order to raise any scrutiny matters and convey any feedback from scrutiny members to the Combined Authority. The Scrutiny Deputy Chair may also deputise for the Chair as an observer.
- 2.24 The previous meeting took place on 6 February 2020 and the next meeting will take place on 16 April 2020.
- 2.25 The decision summary sheet of decisions taken at the last Combined Authority meeting on 6 February 2020 is available online at:
<https://westyorkshire.moderngov.co.uk/ieListDocuments.aspx?CIId=133&MIId=837&Ver=4>
- 2.26 [Minutes and agendas from past meetings²](#) of the Combined Authority can be accessed on the Combined Authority's website. Agendas and reports for future meetings are also published there.

Changes in membership

- 2.27 The following changes to membership have taken place since the last meeting:
- Councillor Olivia Rowley replaces Councillor Graham Isherwood as a Wakefield member.
 - Councillor Martyn Ward replaces Councillor Richard Forster as substitute to Councillor Olivia Rowley.

Actions for the Scrutiny Officer

² <https://westyorkshire.moderngov.co.uk/ieListMeetings.aspx?CommitteId=133>

2.28 As outlined in Scrutiny Standing Order 16, the statutory scrutiny officer provides support to the Overview and Scrutiny Committee and all its members in exercising their duties and fulfilling their objectives.

3. Financial Implications

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

4. Legal Implications

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

5. Staffing Implications

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

6. External Consultees

6.1 No external consultations have been undertaken.

7. Recommendations

7.1 That the work programme be noted or amended.

7.2 That the working group and spokespersons updates be noted.

7.3 That the forward plan of upcoming key decisions be noted.

8. Background Documents

[Scrutiny Standing Orders](#)

[Past agendas and minutes from meetings of the Combined Authority](#)

[Forward plans of key decisions from 1 January 2020 onwards](#)

9. Appendices

Appendix 1 – Scrutiny Work Programme 2019/20

Appendix 2 – Forward plan of key decisions from 1 March 2020

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Scrutiny Work Programme 2019/20

Agenda forward plan 2019/20

Date	Topic	Objective and focus	Attendees
All meetings	Scrutiny Work Programme update	To receive updates on scrutiny work taking place between meetings including: progress on reviews, working group updates, follow up actions, scrutiny chair/deputy chair/leads actions, and review updates.	Scrutiny Officer
12 July 2019 – 1 st item	Scrutiny work programme 2019/20	To select topics for scrutiny in 2019/20 municipal year and appoint any working groups, following member workshop on 28 June 2019.	None
12 July 2019 – 2 nd item	Local industrial strategy	1 st session: <ul style="list-style-type: none"> – To receive an update on the development of the local industrial strategy since the last update in July 2018 – To determine approach to pre-decision scrutiny ahead of the final submission of the local industrial strategy in December 2019. 	Officers: <ol style="list-style-type: none"> 1. Alan Reiss, Director of Policy, Strategy & Communications 2. Emma Longbottom, Head of Policy & Strategy Co-ord
13 Sept 2019 – 1 st item	Local industrial strategy and policy framework	Local industrial strategy – 2 nd session: <ul style="list-style-type: none"> – To consider findings of research and analysis conducted by independent expert panel over summer 2019 – To consider emerging thoughts and policy implications from the research for final strategy – To understand the place that the Local industrial strategy occupies in the wider strategic policy framework also under development Policy framework – 1 st session: <ul style="list-style-type: none"> – To receive an update on the development of policy framework since July 2018 meeting – To determine approach to pre-decision scrutiny of policy framework development following completion of local industrial strategy work 	Officers: <ol style="list-style-type: none"> 1. Alan Reiss, Director of Policy, Strategy & Communications 2. Jonathan Skinner, Lead Policy Manager (Private Sector Growth) 3. James Hopton, Research & Intelligence

<p>13 Sept 2019 – 2nd item</p>	<p>Major strategic developments and preparations</p> <ul style="list-style-type: none"> • Devolution • LEP review & merger • Budget, funding and business planning • Brexit 	<p>To consider developments and preparations related to a number of interlinked strategic issues – devolution, LEP review/merger, funding/budget and ‘Brexit’.</p> <p>Devolution:</p> <ul style="list-style-type: none"> – To receive an update on devolution since March 2019 following government rejection of ‘One Yorkshire’ proposal and following the appointment of a new prime minister and government. <p>LEP review & merger:</p> <ul style="list-style-type: none"> – To understand the current position with regards to ongoing ambition to create a new LEP covering west and north yorkshire – To consider the preparations in place to ensure the current LEP is compliant with new requirements in any eventuality and the potential impact on the organisation (eg Assurance Framework) <p>Budget, funding and business planning:</p> <ul style="list-style-type: none"> – To consider the current provisional ideas and priorities in development for the 2020/21 budget, due for approval in February 2020 and scrutiny’s role in budget development this year – To understand preparations in place regarding finances including the gateway review, medium term financial strategy, capital strategy, interim-funding plans and emerging thinking about future revenue funding (eg enterprise zones). <p>Brexit:</p> <ul style="list-style-type: none"> – To consider the latest developments relating to country’s exit from the European Union – if any – To consider the preparations in place to mitigate the impact that leaving the European Union will have on the organisation, funding and achievement. 	<p>Officers:</p> <ol style="list-style-type: none"> 1. Angela Taylor, Director of Corporate Services 2. Alan Reiss, Director of Policy, Strategy & Communications
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15 Nov 2019 – 1 st item	Employment & skills, apprenticeships and the Skills Commission	1 st session: – To understand the combined authority / LEP’s powers and remit, in the absence of devolution, with regards to skills – To understand the work and aims of the ongoing national Skills Commission led by the Combined Authority Chair – To determine how the Skills Commission is tackling some of the issues and concerns regarding apprenticeships raised by scrutiny at the January 2019 meeting – To determine how the Skills Commission aims to make the case for more local accountability of skills and devolution of skills policy and funding to regions.	Members: 1. Cllr Susan Hinchcliffe, Chair of Combined Authority (and Skills Commission) 2. Rashik Parmar, Chair of Employment and skills panel Officers: 1. Michelle Burton, Head of Employment & Skills
15 Nov 2019 – 2 nd item	Strategic updates and performance monitor • Devolution & LEP merger/review • Corporate plan, budget and risk performance • Brexit preparations • Local Industrial Strategy	To monitor and scrutinise progress on major strategic issues such as corporate performance (KPI), budget and the risk of ‘cliff edge funding’, devolution and the Local Industrial Strategy since the last meeting. Corporate plan, budget and risk performance: – To monitor the performance of corporate plan objectives (KPIs), budget/funding and risk management. Local Industrial Strategy: – To note the final policy proposals for the Local Industrial Strategy submission to government, following the consultation in the first two scrutiny sessions.	Members: 1. Cllr Susan Hinchcliffe, Chair of Combined Authority Officers: 1. Alan Reiss, Director of Policy, Strategy & Communications
17 Jan 2020 – 1 st item	Strategic Transport Issues – sale of bus companies, HS2 & rail reviews and Transforming Cities Fund (TCF) bid	To consider major strategic developments in transport including: 1. The impact of the sale of West Yorkshire bus operators (First and Arriva) and the Combined Authority’s possible participation in the sale 2. Impact of the Blake-Johnson, Williams and Oakervee Reviews on Combined Authority transport and economic strategy 3. Transforming Cities Fund bid submission and response from the government	Members: 1. Cllr Kim Groves, Chair of Transport Committee Officers: 1. Dave Pearson, Director of Transport Services 2. Ben Still, Managing Director

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17 Jan 2020 – 2 nd item	Draft budget 2020/21	To scrutinise the final 2020/21 draft budget and business plan before it is formally approved at the 6 February 2020 meeting of the Combined Authority.	Officers: 1. Ben Still, Managing Director 2. Angela Taylor, Director of Corporate Services
17 Jan 2020 – 3 rd item	Combined Authority performance monitor & updates	To monitor and maintain an overview of the Combined Authority's performance, including – key performance indicators (KPIs) and budget performance, risk register and management, capital spending and projects, and progress in achieving other major strategic objectives.	Officers: 1. Ben Still, Managing Director 2. Angela Taylor, Director of Corporate Services
20 March 2020 – 1 st item	Corporate plan, business plans and key performance indicators (KPIs)	To scrutinise the draft corporate plan and key performance indicators (KPIs) for 2020/21 and 2019/20 performance.	Officers: 1. Ben Still, Managing Director 2. Angela Taylor, Director of Corporate Services
20 March 2020 – 2 nd item	Devolution	To receive an update on work to secure a devolution deal for West Yorkshire and implications for scrutiny.	Officers: 1. Ben Still, Managing Director
23 May 2020 – 1 st item	Working group final reports – climate change + business grants	To receive the final reports of the climate change and business grants working groups.	Members: Cllr Stephen Baines Cllr James Baker
23 May 2020 – 2 nd item	Scrutiny Annual Report 2019/20	To receive the annual scrutiny report to be submitted to the LEP Board and Combined Authority annual meetings.	Members: Cllr Peter Harrand

Spokespersons

'Portfolio'	Panels / priorities	Spokesperson
Business growth	Business Innovation & Growth Panel Inclusive Growth Panel	Cllr Stephen Baines
Corporate & strategic issues (including devolution and governance)	Governance & Audit Combined Authority / LEP Board Place Panel (as appropriate)	Cllr Peter Harrand, Chair
Employment & skills	Employment and Skills Panel	Cllr David Jones
Environment	Green Economy Panel	Cllr James Baker, Deputy Chair
Transport	Transport Committee Place Panel (as appropriate)	Cllr Dot Foster

Task and Finish groups

Focus	Members	Objective and focus	Sessions
Business grants	Stephen Baines* Stephen Fenton David Jones Rosie Watson Geoff Winnard	To evaluate the performance and outcomes achieved from the business support/grants schemes due to come to an end in the 2019/20 municipal year with a view to making new (or amending existing) recommendations to help shape future business support programmes.	<i>1st: 6 Nov 2019 2nd: 29 Nov 2019 3rd: 31 Jan 2020 4th: 21 February 2020 Site Visits Feb-March 2020</i>
Climate change	James Baker* Kayleigh Brooks Dot Foster David Jenkins	To scrutinise the action the combined authority with regards to climate change and the declared climate emergency.	<i>1st session: 4 Nov 2019 2nd session: 2 March 2020 Evidence sessions March-April 2020.</i>

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Reviews

Topic	Objective	Outcomes so far / next steps
Review of scrutiny	To review the effectiveness of the Combined Authority's current scrutiny arrangements with a view to making recommendations on how they can be improved and strengthened in the present and meet any future challenges that may arise as a result of changes in governance, geography or devolution.	Current position: Initial research and evaluation stage in progress. Next steps: draft report with initial findings for consultation with senior officers, members and other stakeholders.

Topic shortlist

Topic	Information	Sessions
Climate change	Consider how the declaration of a 'climate emergency' has impacted the organisation's work and how it plans to tackle the climate change and support its ambition for 'clean growth'.	By a scrutiny working group – Climate change working group

17 January 2020

Business grants	Monitor recommendations made by the committee to the LEP regarding application criteria for business grants schemes and review the evaluations being conducted on the impact of business grants schemes due to end in 2019/20.	By a scrutiny working group – Business grants working group
Local Industrial Strategy (LIS)	Consider work being undertaken to develop a local industrial strategy which will be approved by the government as part of its national industrial strategy.	1 st session: 12 July 2019 2 nd session: 13 Sept 2019 3 rd session: 15 Nov 2019
Policy Framework	Consider the new expanded, overarching policy framework currently under development to replace the existing 'Strategic Economic Plan' which scrutiny helped shape in the past.	1 st session: 13 Sept 2019 Other sessions: to be determined
Devolution	Consider progress on securing meaningful devolution for the region since the government rejected the One Yorkshire proposal in March 2019	1 st session: 13 Sept 2019 Other sessions: to be determined
LEP merger/review	Consider progress on the LEP merger talks, implementation of LEP review recommendations and implications on governance, assurance, funding and strategy/delivery in any scenario.	1 st session: 13 Sept 2019 Other sessions: to be determined
Preparations for Brexit	Consider the organisation's plans to navigate the country's exit from the European Union – currently expected in October 2019.	1 st session: 13 Sept 2019
Channel 4 opportunities and inward investment	Consider work being done to seize the opportunities presented in skills and inward investment by the successful bid to bring the C4 HQ to Leeds.	To be determined
Skills Commission and Apprenticeships	Understand the aims of the ongoing Combined Authority led Skills Commission and how it aims to address the concerns raised by scrutiny with regards to the challenges in the apprenticeship sector amongst other things.	1 st session: 15 Nov 2019
Budget, finances and business planning	Consider annual budget/funding and business planning – including gateway review, medium term financial strategy, capital strategy and Growing Places Fund is also expected this year	1 st session: 13 Sept 2019 2 nd session: 17 Jan 2020
Transport connectivity	Monitor progress on improving transport connectivity across the region – including the Connectivity Plan, Inclusive Growth Corridors, Transforming Cities Fund, Bus Alliance and Rail Forum.	To be determined
Procurement Strategy	Monitor revision to procurement strategy as a good opportunity to support strategic policy goals through a more selective approach in procurement.	To be determined
Key Performance Indicators (KPIs), corporate plan and risk performance	Consider the annually refreshed Corporate Plan focusing on areas and KPIs 'RAG-rated' Red and flagged as underperforming.	1 st session: 17 Jan 2020
Assurance Framework	Consider annual refresh of assurance framework – depending on the outcome of the LEP merger which would determine the level of alterations to the current framework.	Update at 17 Jan 2020 – due to merger not going ahead, there were minimal changes.

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Flood Review	Revisit progress on flood review recommendations and the outcomes from the conclusions made at the previous session in November 2018.	To be determined – last considered in Nov 2018
Digital inclusion / exclusion	Consider transport working group's conclusions last year with regards to 'digital by default' approach that might leave some communities excluded from services.	To be determined
Enterprise Zones (EZs)	Consider Enterprise Zones programme and its place in the organisation's future revenue strategy	To be determined – briefly included in budget/funding item (8c) on 13 Sept 2019 agenda

Actions and requests

Action / request	Info	Outcomes so far / next steps
Overview of mobility and accessibility in transport work	Overview of the work currently being undertaken by Transport Committee and Transport Services directorate on improving accessibility and mobility in transport	In progress
Monitoring Brexit preparations	Briefing note.	Completed. <i>Included in 'strategic preparations' item on 13 September 2019 meeting agenda and subsequent meetings as a standing item.</i>
57 Further information on opportunities from Channel 4 HQ move	What opportunities are arising from Channel 4's move to a Leeds HQ and what activity is ongoing to take advantage of those opportunities.	In progress
Further information on school engagement programmes	How many schools the programme has engaged with and what constitutes 'going into schools' and 'meaningful contact'. Further evidence (or case studies) of examples and outcomes from previous engagement/contact with schools and students.	Completed. <i>Included in 'Employment and Skills / Skills Commission' report to 15 November 2019 scrutiny committee meeting and further information circulated to members following the meeting.</i>
Further information on AGE programme	How the first phase of the AGE programme was evaluated and how the conclusions from that evaluation informed the development of the second phase. How many of the apprenticeships currently on the AGE programme (phase 2) are higher level apprenticeships and how many apprenticeships on the previous iteration of the AGE programme (2015-17) were higher level apprenticeships.	Completed. <i>Some information included in 'Employment and Skills / Skills Commission' report to 15 November 2019 scrutiny committee meeting and further detail to be considered by Business Grants Scrutiny Working Group.</i>
Sale of bus companies	Chair, Deputy Chair and Transport spokesperson to be kept updated on developments regarding the sale of bus companies	In progress

	and have sight of the report from the consultants when completed.	
Employer and developer contributions to bus services	A briefing note on employer contributions to bus services and developer contributions in the planning process.	In progress

Forward Plan of Key Decisions from 1 March 2020

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
West Yorkshire Combined Authority					
59 European Structural and Investment Funds (ESIF) – Sustainable Urban Development (SUD)	To consider and subsequently approve applications for Sustainable Urban Development, to support the delivery of European Structural and Investment Funds Strategy and the Strategic Economic Plan.	West Yorkshire Combined Authority	Between 10 Oct 2019 and 25 Jun 2020	Director of Policy, Strategy & Communication	Heather Waddington heather.waddington@westyorks-ca.gov.uk
A58 Beckett Street and York Street	Description of the Key Decision to be taken Approval for the A58 Beckett Street and York Street scheme to proceed through Decision Point 3 (Outline Business Case) and work commence on Activity 4 (Full Business Case).	West Yorkshire Combined Authority	9 Jan 2020	Director of Delivery	Lisa Childs lisa.childs@westyorks-ca.gov.uk
Bradford Interchange Carriageway Works	Description of the Key Decision to be taken Approval for the Bradford Interchange Carriageway Works scheme to proceed	West Yorkshire Combined Authority	9 Jan 2020	Director of Delivery	Nick Fairchild, Project Manager nick.fairchild@westyorks-ca.gov.uk

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
	through Decision Point 2 (Strategic Outline Case) and work commence on Activity 5 (Full Business Case with Finalised Costs).				
Leeds Bus Station Gateway	Approval for the Leeds Bus Station Gateway scheme to proceed through Decision Point 3 (Outline Business Case) and work commence on Activity 5 (Full Business Case with Finalised Costs).	West Yorkshire Combined Authority	9 Jan 2020	Director of Delivery	Lisa Childs lisa.childs@westyorks-ca.gov.uk
Leeds City Centre Package - Infirmiry Street Gateway	Approval for the Leeds City Centre Package - Infirmiry Street Gateway scheme to proceed through Decision Point 4 (Full Business Case) and work commence on Activity 5 (Full Business Case with Finalised Costs).	West Yorkshire Combined Authority	9 Jan 2020	Director of Delivery	Lisa Childs lisa.childs@westyorks-ca.gov.uk
White Rose Station	Approval for the White Rose Station scheme to proceed through Decision Point 3 (Outline Business Case) and work commence on Activity 4 (Full Business Case).	West Yorkshire Combined Authority	9 Jan 2020		Lisa Childs lisa.childs@westyorks-ca.gov.uk
Connecting Innovation (Economic Scheme)	Approval for the Connecting Innovation Scheme to	West Yorkshire Combined	9 Jan 2020		Angie Shearon angie.shearon@westyorks-

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
	proceed through Decision Point 2 (Strategic Outline Case) and work commence on Activity 5 (Full Business Case with Finalised Costs).	Authority			ca.gov.uk
Budget and Business Plan 2020/21	To approve the transport levy and revenue budget for 2020/21 for the Combined Authority.	West Yorkshire Combined Authority	6 Feb 2020	Director of Corporate Services	Angela Taylor angela.taylor@westyorks-ca.gov.uk
Hebden Bridge Flood Alleviation Scheme 61	Approval for the scheme to proceed through Decision Point 3 (Outline Business Case) and work commence on Activity 4 (Full Business Case).	West Yorkshire Combined Authority	6 Feb 2020	Director of Delivery	Daisy Johnson daisy.johnson@westyorks-ca.gov.uk
Enterprise Zone - Parry Lane	Approval for the scheme to proceed through Decision Point 3 (Outline Business Case) and work commence on Activity 5 (Full Business Case with Finalised Costs).	West Yorkshire Combined Authority	6 Feb 2020	Director of Delivery	Jess McNeill jessica.mcneill@leeds.gov.uk
Leeds Inland Port	Approval for the scheme to proceed through Decision Point 3 (Outline Business Case) and work commence on Activity 4 (Full Business Case).	West Yorkshire Combined Authority	6 Feb 2020	Director of Delivery	Chris Moses chris.moses@westyorks-ca.gov.uk

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
Leeds City Region Future Mobility Zone	Approval for the scheme to proceed through Decision Point 2 (Strategic Outline Case) and work commence on Activity 3 (Outline Business Case with Finalised Costs).	West Yorkshire Combined Authority	6 Feb 2020	Director of Delivery	Kate Gifford
Corn Exchange Gateway	Approval for the scheme to proceed through Decision Point 3 (Outline Business Case) and work commence on Activity 4 (Full Business Case).	West Yorkshire Combined Authority	6 Feb 2020	Director of Delivery	Lisa Childs lisa.childs@westyorks-ca.gov.uk
Leeds City Centre Access Improvements	Approval for the scheme to proceed through Decision Point 2 (Strategic Outline Case) and work commence on Activity 3 (Outline Business Case with Finalised Costs).	West Yorkshire Combined Authority	6 Feb 2020	Director of Delivery	Andrew Norman andrew.norman@westyorks-ca.gov.uk
Network Navigation	Approval for the scheme to proceed through Decision Point 3 (Outline Business Case) and work commence on Activity 5 (Full Business Case with Finalised Costs).	West Yorkshire Combined Authority	6 Feb 2020	Director of Delivery	Lisa Childs lisa.childs@westyorks-ca.gov.uk
Rail Parking Package - Normanton	Approval for the scheme to proceed through Decision	West Yorkshire Combined	16 Apr 2020		John Huxall, Project Officer john.huxall@westyorks-

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
	Point 5 (Full Business Case with Finalised Costs) and work commence on Activity 6 (Delivery).	Authority			ca.gov.uk
Huddersfield Station Gateway – all phases	Approval for the scheme to proceed through Activity 3 (Outline Business Case) and work commence on Activity 4 (Full Business Case).	West Yorkshire Combined Authority	16 Apr 2020	Director of Delivery	Caroline Coy caroline.coy@westyorks-ca.gov.uk
63 Normanton Rail Park & Ride	Approval for the scheme to proceed through Decision Point 5 (Full Business Case with Finalised Costs) and work commence on Activity 6 (Delivery).John	West Yorkshire Combined Authority	16 Apr 2020	Director of Delivery	John Huxall
East Leeds Demand Responsive Transport (DRT)	Approval for the scheme to proceed through Activity 3 (Outline Business Case) and work commence on Activity 4 (Full Business Case).	West Yorkshire Combined Authority	16 Apr 2020	Director of Policy, Strategy & Communication	Kate Gifford
Transport Committee					
West Yorkshire & York Investment Committee					
Wakefield South East Gateway - Rutland Mills	Approval for the Wakefield South East Gateway - Rutland Mills scheme to	West Yorkshire and York Investment	4 Dec 2019	Director of Delivery	Lisa Childs lisa.childs@westyorks-ca.gov.uk

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
	proceed through Decision Point 4 (Full Business Case) and work commence on Activity 5 (Full Business Case with Finalised Costs).	Committee			
York Outer Ring Road - Phase 3 (Transport Scheme)	Approval for the York Outer Ring Road - Phase 3 scheme to proceed through Decision Point 3 (Outline Business Case) and work commence on Activity 5 (Full Business Case with Finalised Costs).	West Yorkshire and York Investment Committee	9 Jan 2020		Andrew Norman andrew.norman@westyorks-ca.gov.uk
64 Bus Priority Corridors - A647	Approval for the Steeton and Silsden Rail Park and Ride scheme to proceed through Decision Point 4 (Full Business Case) and work commence on Activity 5.	West Yorkshire and York Investment Committee	5 Mar 2020	Director of Delivery	Lisa Childs lisa.childs@westyorks-ca.gov.uk
Grant support for flood affected businesses	To seek approval for the Business Growth Programme (BGP) to be allocated an additional £3 million of over-programming from the Local Growth Deal to fund grants to flood affected businesses.	West Yorkshire and York Investment Committee	5 Mar 2020	Director of Delivery	Lorna Holroyd lorna.holroyd@westyorks-ca.gov.uk
York Outer Ring Road CR03	Change request approval is sought in regards to Activity 4 (Full Business Case) to	West Yorkshire and York Investment	2 Apr 2020	Director of Delivery	Andrew Norman andrew.norman@westyorks-ca.gov.uk

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
	enable further work on the preparation of Activity 5 (Full Business Case with Finalised Costs).	Committee			
Officer delegated decisions					
65 Institute for High Speed Rail and System Integration (Transport Scheme)	Approval for the Institute for High Speed Rail and System Integration scheme to proceed through Decision Point 5 (Full Business Case with Finalised Costs) and work commence on Activity 6 (Delivery).	Managing Director	20 Dec 2019		Chris Brunold chris.brunold@westyorks-ca.gov.uk
Stourton Park and Ride	Approval for the scheme to proceed through Decision Point 5 (Full Business Case with Finalised Costs) and work commence on Activity 6 (Delivery).	Managing Director	31 Jan 2020		Helen Ellerton helen.ellerton@westyorks-ca.gov.uk
Bus Priority Corridors - A61 South	The scheme proceeds through decision point 5 and work commences on activity 6.	Managing Director	14 Feb 2020	Managing Director	Lisa Childs lisa.childs@westyorks-ca.gov.uk
EZ - Wakefield - Langthwaite Business Park Extension	Approval for the scheme to proceed to the next stage of the assurance process.	Managing Director	21 Feb 2020		Jess McNeill jessica.mcneill@leeds.gov.uk

Title	Description	Decision Maker	Decision Due Date	Lead Director	Officer Contact
Leeds Station Gateway - Leeds Integrated Station Masterplan	Approval for the scheme to proceed to the next stage of the assurance process.	Managing Director	21 Feb 2020		Lisa Childs lisa.childs@westyorks-ca.gov.uk
Superfast Broadband West Yorkshire and York - Contract 3	Approval for the scheme to progress through Decision Point 5.		13 Mar 2020		John Bullivent john.bullivent@westyorks-ca.gov.uk