

## 2019/20 Draft Business Plan Summary

### ECONOMIC SERVICES VISION

Delivering effective services to drive inclusive growth.

To attract global investors, support businesses to be more productive and inspire people to gain relevant skills, working with partners from the public, private and third sector.

### 2019/20 Economic Services Overview

**In 2019/20 the Economic Services Directorate will focus on delivery against the following pan-directorate priorities:**

- Increase our focus on **productivity improvement** with businesses, underpinned by more strategic conversations with business leaders to encourage a more long term approach to business planning which helps them access the right package of business support offers to complement their own strategic plans.
- Extend and deepen our work to embed **inclusive growth** across the broad range of skills, business support and inward investment services, in order to foster greater social mobility and to engage stronger commitment from businesses we support to be responsible employers.
- Develop an agile and responsive approach to **Brexit-related opportunities and challenges** by supporting indigenous businesses, potential investors and the workforce in our labour market.

The overall balance of resource investment will be kept under review in line with emerging policy priorities and in response to the prevailing economic conditions, within the constraints of contractual obligations linked to specific funding agreements.

## 2019/20 Team Priorities

### Business Support Team Priorities

The Business Support Team will focus on delivering the following operational priorities during 2019/20:

#### Current Programmes:

- Deliver LEP Growth Service\* with a target of supporting 3,025 businesses and providing 1,035 of these with intensive support
- Deliver Pop-up Business Advice programme with a target of holding 14 events (with over 50% of these in more disengaged / disadvantaged areas).
- Deliver Capital Grants Programme with 75% of jobs created in businesses receiving grants paying the real living wage and above
- Deliver Resource Efficiency Fund programme to October 2019, supporting 88 businesses to reduce energy, water and waste.
- Deliver Access Innovation programme, supporting 77 businesses to research and develop new products or services.
- Deliver Strategic Business Growth programme, supporting 100 businesses to produce and implement strategic growth plans.
- Deliver Travel Plan Network\* programme with a target of recruiting 96 new members and contributing to modal shift
- Deliver the Productivity Pilot and use learning to inform future grant programmes.
- Capture and monitor Inclusive Growth outcomes from capital grants with a target of 90% of businesses contributing to inclusive growth outcomes

#### New Programme Development:

- Develop and introduce new Investment Readiness programme to support 60 firms to become more investment ready
- Develop and introduce new Business Resilience\* programme for 45 companies, with flexibility to respond to economic uncertainty
- Design, secure funding for & commence delivery of a successor Resource Efficiency Fund\* programme from October 2019.
- Design, secure funding for & commence delivery of a successor Access Innovation\* programme from January 2020.
- Design and secure funding for a successor Strategic Business Growth\* programme to be delivered from April 2020.

#### Impact Analysis:

- Produce detailed impact analysis of cohorts of businesses supported across all programmes.

N.B. Resources for delivering the above programmes include some local authority staff and contracted delivery partners, as well as the Combined Authority staff resources listed.

*\*Projects asterisked are subject to current and future funding applications being successful*

The Business Support Team will also focus on the following strategic priorities in 2019/20:

- Increase the reach of the LEP Growth Service across the City Region’s districts, including some of its more disadvantaged neighbourhoods, with a clear focus on business improvement.
- Broaden the LEP’s business support portfolio to better meet the changing needs and circumstances of our businesses, with a particular focus on strategic planning, financial resilience (Brexit and other challenges) and improved productivity.
- Demonstrate the positive impact and outcomes of the LEP’s business support products, both in quantitative and qualitative terms.
- Increase the contribution from businesses we support to the LEP and Combined Authority’s inclusive growth commitments.

**2019/20 Employment and Skills priorities**

The Employment and Skills Team will focus on delivering the following operational priorities during 2019/20:

- Carry out a review and update of delivery agreements with 7 West Yorkshire FE Colleges to influence education and skills provision in line with economic need
- Build career readiness of young people, delivering an enhanced model of employability, enterprise and careers education to 18,000 disadvantaged students
- Deliver a pilot Careers Hub with partners in Kirklees
- Influence 1,000 businesses to engage with education, apprenticeships and sector skills initiatives, including support for 800 businesses to offer apprenticeships
- Support individuals to develop skills in priority sectors\* and change careers, helping 1,000 people to upskill in skills shortage areas.
- Reach 250,000 people with information on careers linked to labour market information to promote better informed choices.

The Employment and Skills Team will also focus on the following strategic priorities during 2019/20:

- Provide strategic leadership of the skill system, in particular by creating a Skills Commission to undertake a high profile Skills System Review and extending the effectiveness of Delivery Agreements with Colleges as a precursor to devolved skills funding in order to ensure colleges and training providers deliver the skills we need in the regional economy.

- Build career readiness of young people by investing more resource into enhancing the offer to disadvantaged pupils, extending #futuregoals and working with careers leaders in secondary schools to ensure many more pupils benefit from increased encounters with employers in line with the Gatsby benchmarks in the National Careers Strategy, working in partnership with local authorities.
- Deliver services to support young people, career changers and businesses through the Employment Hub, [re]boot, Apprenticeship Grants for Employers, and support for Apprenticeship levy-payers.

N.B. Resources for delivering the above programmes include some local authority staff and contracted delivery partners, as well as the Combined Authority staff resources listed.

*\*Projects asterisked are subject to current and future funding applications being successful.*

### **2019/20 Trade and Investment priorities:**

The Trade and Investment Team will focus on the following operational priorities during 2019/20:

- Inward Investment enquiry handling with a target of generating 100 new enquiries of which 50 are non-Core City inward investment enquiries
- Investor Development service\* - building engagement with circa 100 foreign owned businesses and identifying new FDI projects
- Bringing 30 successful inward investment projects to LCR, of which a minimum of 15 are beyond the Core City, creating 1,500 jobs for the region and safeguarding a further 500
- Leveraging £50,000,000 in private sector investment
- International Trade – work to simplify the trade delivery landscape and connect potential exporters to new opportunities
- International profile raising - ensuring the profile of our key industrial sectors is maximised
- Sector Development and lead generation to convey specialisms and attract the attention of international investors. Ensure a presence at leading industry events to engage with the sector, investors and represent the region (i.e. Arab Health, SMART Cities etc.)
- MIPIM Property Conference – to provide a platform for our Local Authorities and private sector developers/investors to be represented and promote the region's key messages
- Emerging Markets - a more concentrated approach to China and India including the expansion of strategic activity to obtain in-market recognition for Leeds City Region

The Trade and Investment Team will also focus on the following strategic priorities in 2019/20:

- Respond to new policy drivers to rebalance the gains from investment across the whole City Region, including support for supply-side promotion of key assets
- Increase the amount of FDI from indigenous firms, through effective investor development by our newly established KAM team, in particular to support companies to secure and win additional local investment post-Brexit.
- Increase the focus of our international trade work help companies exploit post-Brexit export opportunities, in particular to develop stronger links with key emerging markets in particular China and India.
- Channel 4 – maximise the opportunities from securing the high profile inward investment. Attracting new investment in creative & digital sector, supporting existing businesses and new investors. Work in partnership with local authorities to deliver value across the city region (NB additional budget or staffing assumptions not yet included - until DP5)

N.B. Resources for delivering the above programmes include some local authority staff and contracted delivery partners, as well as the Combined Authority staff resources listed.

*\*Projects asterisked are subject to current and future funding applications being successful*

<b>Economic Services budget summary: DRAFT FIGURES</b>	<b>£</b>
<b>Net revenue requirement 2019/20</b>	<b>1,180,203</b>
Gross revenue expenditure	13,085,142

**ECONOMIC SERVICES DRAFT KPI's: TO BE UPDATED**

	<b>Proposed Measure</b>	<b>Target</b>	<b>Measurement Frequency</b>	<b>Notes</b>
<b>BUSINESS SUPPORT</b>	Number of businesses receiving support	3025	Monthly	10% increase on 18/19 but part-dependent on successful funding applications.
	Intensive support to growth businesses	1035	Monthly	15% increase on 18/19 but dependent on successful funding applications.
	Jobs created in businesses receiving intensive support	650	Monthly	30% increase on 18/19 but part-dependent on successful funding applications and outcome of the Productivity Pilot.
	Proportion of jobs created in businesses receiving capital grant investment paying the Real Living Wage and above.	75%	Quarterly	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	£6m	Monthly	20% increase on 18/19 but part-dependent on successful funding applications.
	Businesses supported to reduce costs on energy, water and waste	88	Monthly	10% increase on 18/19 but dependent on successful funding application.
	Business supported to produce and implement strategic growth plans	100	Monthly	Same as 18/19 as funding only in place for 10 months of 19/20

	<b>Proposed Measure</b>	<b>Target</b>	<b>Measurement Frequency</b>	<b>Notes</b>
	Business supported to improve innovation capacity	77	Monthly	10% increase on 18/19 but part-dependent on successful funding applications
	Businesses supported to become more investment-ready	60	Monthly	New project to commence delivery to SMEs in April 19
	Businesses supported to improve their financial health and resilience	45	Monthly	New project to commence delivery to SMEs in June 19, but funding not yet secured
	Pop-up business advice events delivered across the City Region	14	Monthly	Increase of 2 (circa 14%) on 18/19
	Pop-up business advice events delivered in more disadvantaged areas	8	Monthly	Increase of 2 (circa 25%) on 18/19
	New members recruited to the Travel Plan Network of 500 (tbc) members	96	Monthly	20% increase on 18/19 but dependent on successful funding application / CA funding
	Larger employers supported to deliver shared travel plans	15	Monthly	New measure more focused on behaviour change and modal shift
	% of business growth programme grant recipients contributing to Inclusive Growth outcomes	90%	Monthly	New measure linked primarily to businesses in receipt of capital investment grants.
	Proportion of businesses receiving intensive support achieving growth (employment and/or GVA)	80%	Annual	5% increase on 18/19 and to be measured via annual impact analysis

	Proposed Measure	Target	Measurement Frequency	Notes
	Proportion of businesses supported by the Growth Service likely to recommend it	90%	Monthly	5% increase on 18/19 and to be measured on a monthly basis as opposed to annually
<b>EMPLOYMENT AND SKILLS</b>	Deliver an enhanced model of employability, enterprise & careers education to disadvantaged students	18,000	Monthly	6,000 increase per year
	Refresh and monitor delivery agreements with FE colleges, to deliver skills outcomes which support our economic priorities and inclusive growth ambitions	7	Annually	West Yorkshire FE Colleges – 2 <sup>nd</sup> round of delivery agreements
	Number of businesses influenced to engage with education, apprenticeships and sector skills initiatives	1,000	Monthly	[re]boot, Enterprise in Education, AGE, Employment Hub/BRP
	Of which businesses supported to offer apprenticeships	800	Monthly	Rolled forward from 18/19 for AGE and telemarketing (increase to 1,000 if get funding)
	Of which new businesses (not engaged with skills products in the last year)	150	Monthly	
	Number of people reached with information on careers linked to labour market information, thus promoting better informed choices	250,000	Monthly	Future goals activities, assemblies, website
	Number of individuals supported to upskill in skills shortage areas	1,000	Monthly	[re]boot, Employment Hub, practitioner CPD
<b>TRADE AND INVESTMENT</b>	Total New Enquiries Generated	100	monthly	Maintained from 18/19 as stretch on actual enquiries



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	Proposed Measure	Target	Measurement Frequency	Notes
	a.) of which no. of non-Core City Inward Investment enquiries generated	50	monthly	A new target due to the objective to stimulate inward investment in the wider Leeds City Region
	b.) of which no. generated through Investor development activity	30	monthly	Increased contribution from KAM team reflected
	Total Projects to Leeds City Region (Successes)	30	monthly	Reduced in line with refocus of priorities and Brexit
	a.) of which no. of Projects to non-Core City regions (Successes)	15	monthly	New KPI to target rebalancing spread of investments
	b.) of which no. delivered through investor development activity	15	monthly	Increased contribution from KAM team reflected
	Number of companies that will be actively account managed through investor development activity.	120	monthly	Increased contribution from KAM team reflected
	New Jobs Created (Successes)	1500	monthly	Maintained as stretch on actual performance in 18/19.
	Jobs Safeguarded (Successes)	500	monthly	In likelihood of increased safeguarding priority post-Brexit.
	Private Sector Investment Leveraged	£50,000,000	monthly	Increased to reflect total leverage of investments
	<i>Trade targets still in development to reflect changing priorities regarding Brexit and emerging markets.</i>			

## DELIVERY DIRECTORATE 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

## 2019/20 Delivery Directorate Overview

The Delivery Directorate is focussed on the delivery of projects and programmes which meet strategic objectives within the funding envelope available. We are responsible for supporting, developing and delivering schemes which create 21<sup>st</sup> century transport and boost productivity. In particular we support businesses directly by offering loans to support growth and the creation of jobs, including supporting low carbon schemes, supporting college and university infrastructure to support a skilled workforce, delivering superfast broadband to businesses and hard to reach communities, and infrastructure that safeguards businesses and homes from flooding, and tackles fuel poverty by delivering warm homes and alternative heating schemes, supporting inclusive growth. We are building 21<sup>st</sup> century transport infrastructure by designing and building new rail stations, supporting bus Park and Ride schemes and extending rail station parking, support sustainable transport schemes such as cycling and walking, supporting highways improvement and new highways infrastructure schemes to unlock key housing and employment sites, develop Enterprise Zones and improving the connections between homes and centres of employment. We are also developing smart card technology to make it easier for people to pay for public transport and we are supporting clean technologies to reduce bus emissions and deliver superfast vehicle charging points.

We also ensure schemes that are delivered in the Leeds City Region offer good value for money and meet the requirements of central government and our wider funders. We ensure that projects pass through our assurance process, where schemes are appraised and challenged to ensure we get the best schemes for our money and safeguard public funds.

We rely on support from across the Combined Authority to delivery our portfolio of projects, in particular:

- Policy and Strategy define our projects and programmes and lead on programme level monitoring and evaluation;
- Communications support in meeting government requirements regarding publicity;
- Resources Directorate support in producing legal and funding agreements, finance support, procurement advice, HR and ICT support.

- Where additional or specialist support is required to support the delivery of our programmes these are procured externally and funded via the management costs of these programmes.

#### Challenges

1. We do not have adequate resources to effectively manage a growing portfolio/workload – this relates to the delivery of additional projects and programmes, supporting partners to deliver new/expanding programmes, and ensuring robust appraisal of our growing portfolio;
2. Managing programme costs effectively when scheme costs are increasing and there is increased pressure on limited funds;
3. Ensuring outputs and benefits are delivered within the timescales set;
4. Ensuring we have sufficiently robust processes/assurance to satisfy government requirements, whilst allowing the flexibility for timely decision making.

There are increasing pressures on resources to deliver an increasing and expanding portfolio, with further planned expansions of projects and programmes. This includes schemes such as Enterprise Zones, new rail stations, future Growing Places Fund/ business loans programme and expansion into commercial areas. The exact requirements of these programmes is still being defined and where additional resources are required any additional costs will be capitalised through defined projects and programmes.

#### **2019/20 Pan-Directorate Priorities**

Successful delivery of x projects on the ground (projects starting on site) and completion of x projects

Successful outcome of the 2019 Growth Deal Review (Transport Fund)

Actual spend and forecasts on target and the correct projects delivered / being delivered to ensure we meet our strategic priorities and derive maximum benefit for the region with regards:

- Growth Deal funding (target spend of £105 million in 19/20 and £516 million in total by March 2021);
- LPTIP funding (target spend of £72m original target in 19/20 and £173.5 million by March 2021);
- Other programme funding.

Continue to build and strengthen relationships with partner Councils and external sponsors.

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PIMS system embedded and working successfully including further development to improve efficiency to ensure consistent, clear and concise monitoring and reporting to our partners and leaders

Embed measurable changes following the outcome of the 2018 Employee Survey

Proactively manage and maximise business rate potential, capture and investment as part of the Enterprise Zone programme

Planning for future programmes by working closely with the Policy and Strategy teams to ensure place-making, deliverability and monitoring resource capacity (internal, external and partners) to deliver new areas of the pipeline (e.g. Transforming Cities Fund, next SCIP programme)

Completing the smart ticketing and technology programme, making it easier for bus and rail users when paying for their journeys

New strategy for Growing Places Fund reinvestment initiated and embedded

Deliver the early phases of the Corporate Technology Strategy in conjunction with ICT, the Transformation Team and Delivery Partner.

Head Office Accommodation refurbished and flexible ways of working implemented.

Continue to manage and review the corporate, portfolio, programme and project risk and cost management strategy and communicate to our partners.

Celebrate the success of delivering projects as they are delivered and SEP objectives realised.

Proactively manage Lessons Learnt and strategy for capturing benefits realisation

Policies, procedures and working practices improved and implemented to maximise staff retention, e.g. full complement of staff, trained staff, known as an organisation people want to work for / know who we are.

Culture of high performing teams and continuous improvement embedded with motivated and engaged people that are responsible for delivering named projects and new governance arrangements embedded

2019/20 Implementation Team priorities
<b>Transport Projects - direct delivery of transport projects as below:</b>
Rail Park and Ride Programme, Phase 1: Extension to rail station car parks to increase capacity and access to rail- 14 sites in total. 4 schemes to commence construction works in 2019/20, subject to approvals (to Activity 6): <ul style="list-style-type: none"> <li>• Garforth</li> <li>• Steeton &amp; Silsen</li> <li>• Shipley</li> <li>• Moorthorpe</li> </ul> Providing approximately 350 additional spaces
Rail Park and Ride Programme, Phase 2: Programme (to Activity 3)
Castleford Rail Station Gateway Project completion (to Activity 6)
New rail stations at Elland, Leeds Bradford International Airport, White Rose and Thorpe Park Approvals secured for taking forward the next steps (At Activity 3 OBC working to Activity 4 – FBC for all 4 stations)
ULEV taxi charging point infrastructure (West Yorkshire) Target 88 No. installations in place Project completion (to Activity 7)

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New Station Street, Leeds project completion  
(Activity 7)

Rail Accessibility programme - Connecting Leeds

To facilitate step free access, from the station entry point, through to the platform edge, at Cross Gates, Horsforth and Morley rail stations.  
(At Activity 3 OBC working to Activity 4 – FBC)

Real Time -Connecting Leeds

490 4-line LED real time information displays at bus shelters in Leeds with no current provision.

510 pole mounted real time information displays along main bus corridors in Leeds.

10 totems with static information and integrated real time information displays at main transport hubs in Leeds.

(Activity 6 – Delivery for Phase 1)

New Pudsey rail station Park & Ride -Connecting Leeds

(At Activity 3 OBC working to Activity 4)

Halifax bus station

A new build bus station will be constructed on the site of the current bus station. The new structures will be to modern standards providing enhanced passenger environs, with improved access to and prominence of the bus station manager's office, ticket office and commercial units.  
Design and funding agreed 19/20

(At Activity 3 OBC working to Activity 4 FBC)

Smartcard Implementation Programme

Programme completion with CHASE residential MCards online process in place & Smart Transactions and Information (Aug 19)

Online sales e.g. via a QR/ bar code smartphone app (Sept 19) - making it easier for bus and rail users when paying for their journeys

(Activity 6)

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Wellington House Accommodation Project

Completion of refurbishment 19/20

(Activity 6)

Corporate Technology Strategy:

- Service Management Capability
- Accessible Technology Charter
- Data Centre and Cloud Strategy
- Active Directory
- Network Infrastructure
- Windows Server Upgrades
- Data Platform
- Meeting Room System
- Cyber Security and PSN
- ICT Disaster Recovery and Business Continuity
- Mobile Access to Corporate Apps (Remote Access)
- End User Devices
- Intranet -
- Sharepoint online and office 365
- CRM Improvements and Futures
- Digitising Services

(Activity 6) - Programme to be delivered 19/20 and 20/21

Bus Hubs (Connecting Leeds)

Initiate delivery phases - awaiting scope definition from Policy (Activity 2)

**Transport Partnerships - supporting partner delivery of transport projects as below:**

**To Activity 2:**

No. WY+TF/Connecting Leeds Projects approved at Decision Point 2 (EOI) (1)

**CALDERDALE**

1. A641 Corridor EOI

**To Activity 3:**

No. WY+TF/Connecting Leeds Projects approved at Decision Point 3 (OBC) (3)

**CALDERDALE**

1. A629 Ph4 OBC
2. Halifax Station Gateway OBC

**KIRKLEES**

3. A629 Halifax Road Phase 5

**To Activity 4:**

No. WY+TF/Connecting Leeds Projects approved at Decision Point 4 (FBC) (5)

**CALDERDALE**

1. A629 Phase 1b
2. Elland Station & Access Package



**KIRKLEES**

3. A62 Cooper Bridge

**LEEDS**

4. City Centre Gateways (LPTIP) – various

**YORK**

5. York Outer Ring Road Ph4

**To Activity 4:**

**City Connect Phase 3**

**No. schemes to Activity 4 (FBC) (1)**

1. Cooper Bridge

**To Activity 5:**

**No. WY+TF/Connecting Leeds Projects approved at Decision Point 5 (FBC+) (8)**

**CALDERDALE**

1. A629 Phase 2

**KIRKLEES**

2. West Yorkshire Integrated UTMC Element C

**LEEDS**

3. East Leeds Orbital Route

4. Bus priority corridors (LPTIP) – various

**WAKEFIELD**

5. Wakefield City Centre Package (Phase 2, Ings Rd)

**YORK**

6. York Northern Outer Ring Road – Phase 3 – FBC+

**CORRIDOR IMPROVEMENT PROGRAMME**

7. A62 Smart Corridor
8. Huddersfield Southern Gateways

**To Activity 5:**

City Connect Phase 3

**No. schemes to Activity 5 (FBC+) (4)**

1. Canals:
  - Huddersfield Narrow
  - Leeds Liverpool (Shipley)
2. Castleford/Wakefield Greenway Ph4
3. Huddersfield Town Centre
4. Leeds Links: -
  - Claypit Lane

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- Dewsbury Road
- Elland Rd and

**To Activity 6:**

**No. WY+TF/Connecting Leeds Projects in delivery (on site) 13**

**CALDERDALE**

1. Calderdale A629 Ph2

**KIRKLEES**

2. UTMC Element A, B & C

**LEEDS**

3. LPTIP early interventions
4. East Leeds Orbital Route

**WAKEFIELD**

5. Glasshoughton Southern Link Road

**YORK**

6. York Central Access Road
7. York Station Frontage

**CORRIDOR IMPROVEMENT PROGRAMME**

8. Corridor Improvement Programme - Kirklees, A62 Smart Corridor
9. Corridor Improvement Programme - Calderdale, A58 - A672 Corridor
10. Corridor Improvement Programme - Calderdale, A646 - A6033 Corridor
11. Corridor Improvement Programme – Leeds, Dyneley Arms
12. Corridor Improvement Programme – Leeds, Fink Hill
13. Corridor Improvement Programme – Wakefield, Newton Bar

**To Activity 7:**

**No. WY+TF/Connecting Leeds Projects completed – (2)**

1. YORR ph2
2. Calderdale A629 (Phase 1A) - Jubilee Road to Free School Lane – Project

**To Activity 7:**

City Connect Phase 2:

**No City Connect schemes to Activity 7 (completed) (9)**

1. Canal Towpath – Airedale Greenway (Leeds/Liv)
2. Canal Towpath – Calder Hebble
3. Castleford/Wakefield – Methley Bg – Fairies Hill Lock
4. Canal Towpath – Huddersfield Narrow
5. Canal Towpath – Rochdale Phase 1
6. Bradford Canal Road
7. Leeds City Centre
8. Castleford – Wakefield Ph2, 3 & Bridge over Railw'y
9. York Scarborough Bridge

Corridor Improvement Programme Phase 2 / 3 Development of EOI at programme level to Activity 1 **(1)**

Transforming Cities Fund – Policy to define scope to Activity 1 **(1)**

**Economic Regeneration - supporting partner delivery of projects as below:**

Framework and Programme management of Better Homes Yorkshire (Year 5); (Activity 6)

- Projects in development to continue benefit utilisation of the framework
- Draft KPI target of 750 homes improved (subject to funding bids)
- Benchmarking of prices exercise to complete

Flood Alleviation Programme

- Skipton monitoring to complete (Activity 7)
- Brighouse & Clifton progress to FBC+ and commence on site (Activity 5/6)
- Leeds FAS 2 progress to FBC+ and delivery (Activity 5/6)
- Progress Kirklees to FBC+ (Activity 5/6)
- *Mytholmroyd due to complete March 2020* (Activity 6)
- Natural Flood Management programme (Colne & Calder) in delivery (Activity 6)
- Wyke Beck water storage area at Killingbeck Meadows complete (Activity 7)

Leeds District Heat (PIPES)

- On sign up of two heat sales agreements release £4m grant funding
- The Heat Network will go live Summer 2019 (Activity 7)

Warm Homes Round 1

- Complete the programme May 2019 (Activity 7)

Warm Homes Round 3 (subject to funding bid)

- Owner occupiers
- Private Rented Sector
- Council housing (York and Leeds)

Tackling Fuel Poverty Programme completion and close down (Activity 7)

Leeds City Region Enterprise Zone programme, accelerated delivery for Phase 2:

- FBC for Gain Lane, Bradford (Activity 4)
- OBC for Clifton EZ (Activity 3)
- OBC for Staithgate Lane, Bradford (Activity 3)
- OBC and FBC for South Kirkby (Activity 3/4)
- OBC for Parry Lane, Bradford (Activity 3)
- OBC for Langthwaite (Activity 3)
- OBC and FBC for Moor Park, Mirfield (Activity 3/4)
- Financial agreement for approach to Business Rates retention to the Combined Authority across the EZ programme
- Collection of business rates

Skills Capital & Innovation Programme:

- Completion of Leeds City College (Quarry Hill/Park Lane Project) (Activity 7)
- Working towards the completion of Kirklees College Pioneer House building (Dewsbury Learning Quarter Project) (Activity 6)
- Huddersfield Innovation & Incubation Project complete (Activity 7)
- End Project Reports finalised and presented to PAT on completed Round 1 & Round 2a schemes (Activity 7)
- Post completion monitoring of project outputs on performance for implications of potential clawback if underperformance

Energy Accelerator Programme (Activity 6):

- Developed pipeline of projects and commencement of services
- Mid-term programme targets achieved

Growth Deal-Housing & Regeneration Programme

Drive forward Housing and Regeneration Programme, supporting Authorities to achieve spend and deliver anticipated outputs.

- FBC+ Dewsbury Riverside (Activity 5)
- FBC+ Bradford Heritage Buildings (Activity 5-6)
- FBC Bradford Heritage Buildings ph2 (Activity 4)
- FBC+ Northgate House (Activity 5)
- FBC+ Halifax Living (Activity 5)
- FBC+ Wakefield City Centre Gateway (Activity 5)
- Bradford Odeon (Activity 6)
- Leeds Brownfield (Activity 6)
- FBC+ One City Park (Activity 5)
- Barnsley Glassworks (Activity 6)
- Kirklees Housing (Activity 6)
- Halifax Beech Hill (Activity 6)

Growing Places Fund

Priority 1-continue daily management of existing loans to best protect Combined Authority Investment

Priority 2- Ensure all GPF documents and procedures are reviewed to ensure robust practices are in place, best protecting Combined Authority investment

High Speed Rail Institute

Work with University of Leeds to ensure scheme is progressing as planned and Combined Authority resource is effectively utilised to deliver the anticipated outputs for the LCR.

Following RIBA 4 technical sign off, FBC+ (Activity 5) submissions for:

land and infrastructure costs Aug 19

Ph1 Infrastructure Testing Facility Dec 19

Phase 2 Vehicle Testing Facility March 20

Broadband Contract 2 Deployment ongoing (Activity 6)

Broadband Contract 3 – subject to funding bid (Activity 6)

**2019/20 Feasibility & Assurance priorities**

Achieving a successful Growth Deal 2019 outcome

- Liaison with consultants and supply of monitoring data
- Influencing the review at Government level
- Input to final report, due December 2019

Assurance Framework:

- Annual update, incorporating best practice nationally
- State of readiness for revisions to LEP geography and governance – may lead to significant changes to ways of working

Monitoring & Evaluation:

- Development/support of Evaluation Plans
- Strengthened approach to Benefits Realisation
- Update to Assurance Framework to reflect revised approach



Business Case reviews:

- Formalise role with policy in respect of pre-EoI requirements
- Allocate, train, develop and strengthen review capability of Case Officers to ensure greater consistency and meeting increased demands of expanding portfolio
- Ongoing review of external specialist resource requirements
- Developing partner skills and understanding
- Review and expansion of Peer Reviews across the portfolio and beyond transport schemes
- Roll-out of Appraisal Specification Reports to non-transport schemes

Define and introduce categorisation of schemes by risk level across the portfolio and undertake deep dives

Respond to and lead on future Calls for Projects and Business Rates Pool etc.

**2019/20 Portfolio Management Office priorities**

Continuous review of the assurance process including ensuring transparency and incorporation of inclusive growth, green strategy etc.

- Develop, review and embed templates and guidance documentation:

More efficient delivery of programmes and projects with check and challenge to ensure we meet our strategic priorities and derive maximum benefit for the region including implementation of PMO business partnering

- Service and manage PAT:
- Manage assurance process decision making - TC, IC and CA reporting, MD RfDs:
- Provide advice and guidance on the assurance process to the CA and partners:
- Business partnering to ensure programmes and projects are adequately checked and challenged:
- Case Officer duties

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Management of the portfolio with an increased understanding and embedding of controls for the assurance process, i.e. risk and issue management, cost management, change management, interdependencies, benefits realisation / monitoring and evaluation and Planning (Time) Management

- Develop, review and embed controls and guidance documentation:

Fully embed PIMS reporting system with 'one version of the truth' and clear and concise monitoring and reporting to our partners and leaders.

- Reporting from PIMS to IC, CA, LEP Board
- Management of PIMS – data collection and input
- Check and challenge of PIMS data

**Delivery Directorate budget summary : DRAFT FIGURES**

**£**

**Net revenue requirement 2019/20**

**(178,555)**

Gross revenue expenditure 2019/20

4,555,011

**DELIVERY DRAFT KPI's: TO BE UPDATED**

Proposed Measure		Target	Measurement Frequency	Notes
<b>Implementation</b>	Delivery of a programme of significant transport projects by end of March 2019	X No at DP3 X No at DP5	Quarterly	
	Support partners to deliver significant transport projects by March 2019	X No at DP3 X No at DP5	Quarterly	
	Improving homes through the Better Homes and Warm Homes programmes	750 homes	Quarterly	Subject to funding bids (Warm Homes, ESIF)
	Better Homes: % of contract value delivered by LCR supply chain	80%	Quarterly	
	Tackling Fuel Poverty Programme: progressed through decision point 7	Q1	Quarterly	
	Flood Alleviation: Growth Deal Spend	£3 million	Quarterly	
	Flood Alleviation: Projects progressed through decision point 5	2	Quarterly	Leeds FAS 2, Brighouse & Clifton
	Flood Alleviation: number of businesses with reduced flood risk	70	Quarterly	Programme cumulative target to end 19/20: 620
	Leeds District Heat: heat on achieved (commercial)	Q3	Quarterly	
	Leeds District Heat: Growth Deal spend	£4 million	Quarterly	

Proposed Measure		Target	Measurement Frequency	Notes
	Supporting the creation of jobs and increasing GVA output through progression of the Enterprise Zones programme	Xx ha land unlocked?	Quarterly	
	Supporting digital inclusion through the provision of broadband infrastructure in urban and rural communities	XX THP	Quarterly	
	Developing smart card technology, making it easier for bus and rail users when paying for their journeys	Programme completion Qtr3	Quarterly	
	Transport Partnerships - No. WY+TF/Connecting Leeds Projects approved at Activity 2 (EOI)	1	Annually	
	Transport Partnerships - No. WY+TF/Connecting Leeds Projects approved at Activity 3 (OBC)	3	Annually	
	Transport Partnerships - No. WY+TF/Connecting Leeds Projects at Activity 4 (FBC)	5	Annually	
	Transport Partnerships - No. City Connect projects at Activity 4 (FBC)	1	Annually	

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Proposed Measure		Target	Measurement Frequency	Notes
	Transport Partnerships - No. WY+TF/Connecting Leeds Projects approved at Activity 5 (FBC+)	8	Annually	
	Transport Partnerships - No. City Connect projects at Activity 5 (FBC+)	4	Annually	
	Transport Partnerships No. WY+TF/Connecting Leeds Projects at Activity 6 (in delivery)	13	Annually	
	Transport Partnerships No. WY+TF/Connecting Leeds Projects At Activity 7 (completed)	2	Annually	
	Transport Partnerships - No. City Connect projects at Activity 7 (completed)	9	Annually	

Proposed Measure		Target	Measurement Frequency	Notes
<b>PMO</b>	Review of the assurance process	Revised and approved March 2019	Annually	Ties in with assurance framework review
	Schemes reviewed at PAT at: DP2 DP5	To determine based on forecasts	Quarterly	
	PIMS updated with all schemes within funding programmes CA is responsible for	March 2019	Quarterly	
	Portfolio reporting format for our partners and leaders agreed and implemented for all funding programmes CA is responsible for	March 2019	Quarterly	
	Successful Growth Deal Review Outcome by December 2019	Pass	One-off	
<b>Feasibility &amp; Assurance</b>	Successful Growth Deal Review Outcome by December 2019	Pass	One-off	
	Incorporate LEP Review guidance into updated Assurance Framework	Date still unclear	On-off	Currently awaiting Government guidance to be issued
	Review of submitted business cases to meet Programme Appraisal Team timescales	100%	Annual	

## POLICY, STRATEGY AND COMMUNICATIONS VISION

### Leading Thinking; Empowering the region

To be the “Best in Class”. To develop a leading, inclusive industrial strategy; a radically new economic and public policy framework for Leeds City Region; a new vision for the kind of place we want the City Region to be; to secure a devolution deal; to agree a long term funding settlement with Government; and to make the region known nationally and globally as a place where everyone can build great businesses, careers and lives, supported by world-class transport, housing and digital connections.

### 2019/20 Policy, Strategy and Communications overview

1. Leading thinking, and carrying out detailed evidence-based policy development work, to help regional leaders to achieve their long term objectives to improve prosperity and living standards for people across West Yorkshire and the Leeds City Region;
2. Developing a Local Inclusive Industrial Strategy as part of new Policy Framework, of a quality and ambition that helps to unlock the potential of the region and enhances its status as a national and international economic centre;
3. Leading work with partners to bring game-changing devolved powers and investment to the region;
4. Leading thinking on, and securing funding for, transformational 21<sup>st</sup> century connectivity infrastructure, which will unlock opportunity by enabling people to move around the region and enable easy and swift travel nationally and internationally;
5. Providing a fit for purpose data and intelligence infrastructure to support the organisation’s business plan objectives and to ensure that our analysis capabilities and research tools can support the needs of delivery teams;
6. Delivering a positive profile of the organisation, our partners and region to international, national, regional and local audiences - ranging from the media, our communities, and businesses, to international investors, National Government decision makers and specific influencers. All to encourage investment in our region and greater opportunity for those who live and work here. Also to enhance confidence in the Combined Authority, the LEP and its partners to more readily achieve our strategic objectives;
7. Engaging with people, communities and businesses to ensure that our policies are shaped by local views and local evidence;
8. Leading on strategic engagement with key regional, national and international audiences and influencers to secure our Inclusive Growth, Strategic Transport investment, Devolution, Investment and Productivity aims;
9. Delivering marketing projects and campaigns that directly support our aims and objectives and the services we offer.

The above work is **delivered** by two services:

- A **Strategy and Policy** service (led by Heads of Transport and Economic Policy, and Research and Intelligence). The team is flat and flexible, consisting of Managers who own specific areas, supported by a team who can flex and surge depending on priorities. The team is organised around clusters shaped by the organisation's Policy Framework – Transport and Connectivity, Place, and Business and Workforce and supported by a flexible and expert Research and Intelligence team;
- A **Communications and Marketing** service led by a Head of Communications consisting of a flat structure of Communications managers with a flexible pool of Communications, Engagement & Marketing officers that can work across different needs and projects as required. The teams cover all aspects of a modern communications function including - External Affairs and Media Relations, Marketing, Internal Communications, Public Engagement, Digital Marketing & Communications, Design and project-specific teams such as City Connect, Skills and Trade & Investment.

<b>2019/20 Strategy Priorities</b>
<b>Strengthen our local powers and secure investment to maintain and enhance the CA's investment in the region (currently c.150m a year)</b> , by continuing to make the case for devolution, successfully securing bids, and influencing the future shape and size of the UK Shared Prosperity Fund.
<b>Maximise the delivery of the current ESIF programme to 2020</b> , by ensuring that we allocate the full sum of money to support our priorities.
<b>Development over the course of 2018/19 of a single, bold City Region Strategic Framework</b> (including the development of Local Inclusive Industrial Strategy) which will be owned by both the LEP and CA with inclusive growth at its core (This will be an agile, long-term framework aimed at driving growth, boosting productivity and earning power for a post 2030 economy. This will be produced in partnership with key stakeholders including Districts, Universities, and business representative groups)
<b>Influencing pan-northern economic policy: Development and implementation of the NP11 policy and research programme</b> (policy advisory role to LEP Chair and wider group)



<b>2019/20 Business, workforce and productivity priorities:</b>
<b>Drive improved productivity across the City Region's business base and ensure the benefits result in an inclusive economy, with proposals to enhance the region's digital and innovation capabilities and improved skills,</b> by developing ambitious proposals to improve productivity, deliver a Digital Framework and develop a strategy for innovation.
<b>Develop proposals to support extraordinary economic growth</b> and enhance the region's business base and job creation, including on business finance and inward investment
<b>Conduct a review of the local skills system to</b> assess the current performance of the system, identify future challenges, set out a coherent blue print for a reformed system that can meet needs more effectively at both local and national level, inform the national policy debate; and develop the CA's thinking around the powers and responsibilities.
<b>Develop with partners specific elements of sub regional public policy</b> including on health and social care, children and young people and inclusive growth
<b>2019/20 Place priorities:</b>
<b>Deliver improvements to Place to deliver inclusive and clean growth,</b> including strategic input to local and regional strategies, ambitious strategies and delivery plans for energy and green and blue infrastructure, digital connectivity, and development of interventions for flood mitigation
<b>Ensure alignment of Local Plan spatial priorities with strategic spatial priorities and strategic infrastructure investment decisions,</b> working with partner councils and enhancing joint working arrangements
<b>Support delivery of housing growth to reach the upper range of 13,000 homes a year as outlined in the Strategic Economic Plan,</b> by promoting the LCR Housing Vision, prospectus and pipeline.
<b>2019/20 Transport priorities:</b>
<b>Development of an integrated 'City Region' Transport Network including the</b> development of Inclusive Growth Corridor Plans and mass transit proposals leading to the development of a LCR Connectivity Strategy
<b>Develop an ambitious Transforming Cities Fund submission</b> which helps deliver our targets and indications and meets partners expectations

<b>Develop the policies within the WY Transport Strategy 2040 into action and evaluation plan</b> including embedding Healthy Streets, developing our approach to air quality, aligning the LTP funding to meet objectives, developing a freight policy and create a 'State of Transport' report.
<b>Develop a pipeline of road schemes</b>
<b>Develop Local Cycling and Walking Infrastructure</b> plans and pipeline.
<b>Shape the development of national rail schemes</b> (including Leeds Station, High Speed Two, Northern Powerhouse Rail, Calder Valley improvements, Trans Pennine Route Upgrade and East Coast Mainline)
Ensure WYCA's priorities for <b>short term rail operations are delivered</b> e.g. rail performance, maintenance and through franchise service changes are met.
<b>Develop and establish a new WYCA rail plan</b> and pipeline of schemes to support rail patronage growth and customer experience
<b>Support an increase in bus patronage and customer satisfaction</b> including a new Voluntary Alliance, a review of bus services and infrastructure in the context of reducing revenue budgets
<b>Shape Transport for the North's strategy and investment programme.</b>
<b>Developing and testing future mobility options</b> including agreeing and implementing a digital payment strategy, identifying risks, impacts and opportunities of Autonomous Vehicles and trialling demand responsive passenger services.
<b>2019/20 Research and Intelligence priorities:</b>
Develop our information and intelligence assets to support the corporate and business plan needs of the organisation, including leading development of economic research work to support monitoring and impact assessment of UK departure from EU on LCR businesses and households, and enhancing evidence bases for Industrial Strategy and Inclusive Growth.
<b>Drive the development of project evaluation and economic appraisal</b> , including leading economic business case assessments, and monitoring to support West Yorkshire Transport Strategy and Connecting Leeds
<b>Drive the development and management of the CA's spatial intelligence assets to support the corporate and business plan priorities of the CA</b> , including developing and implementing a Spatial and Location Intelligence Strategy and data platform for self-service access to spatial and local economic data.
<b>Raise the profile of CA evidence advocacy across key policy areas</b>
<b>Ensure the CA and LEP's analytical capability can respond to key operational and reactive requirements, including inward investment, bid development, monitoring and impact assessment.</b>

<b>2019/20 Communications and marketing priorities:</b>
<b>To establish a regional Public affairs function &amp; strategy</b> – (Equivalent Agency Value EAV £1.5m) (NEW)
<b>To establish a regional and coherent local place based narrative programme</b> – (EAV £0.5m) (NEW)
<b>To establish LCR as a centre for people based Digital &amp; Tech development</b> – (EAV £0.35m) (NEW)
<b>Market services and delivery of CAs, initiatives and programmes (BAU)</b>
<b>Use of full service digital engagement, marketing and communications function</b> delivering efficient and valued engagement channels (BAU)
<b>Create a strategic communications and external affairs function</b> promoting inclusive growth measures, policy choices & the region (BAU)
<b>Establish an ongoing partnership programme in priority of order:</b> (BAU)
<b>Use internal communications to embed the organisation's values &amp; Enable Transformation</b> (BAU/NEW)

<b>Policy, Strategy and Communication budget summary: DRAFT FIGURES</b>	<b>£</b>
<b>Net revenue requirement</b>	<b>4,759,920</b>
Gross revenue expenditure	6,509,153

**DRAFT POLICY, STRATEGY AND COMMUNICATIONS KPI's : TO BE UPDATED**

<b>Proposed Indicator</b>	<b>Target</b>	<b>Measure</b>	<b>Notes</b>
Development of a funding framework	A framework that prioritises how we bid for opportunities that align with objectives with a review of local funding options completed.	Annual	tbc – quarterly review of progress.
Development of the Local Inclusive Industrial Strategy	End March 2019 – to be in the first wave of places to develop strategies	Annual	tbc – quarterly review of progress.
Development of our approach to mobility as a service and an agreed an action plan.	Plan agreed [date tbc]	Annual	tbc – quarterly review of progress.
Progress Leeds Public Transport Improvement Programme	Rail stations to Outline Business Case and connecting communities and transport hubs programme passed over to Delivery. [dates tbc]	Milestones/ Annual	tbc – quarterly review of progress. In partnership with Leeds
Organisational research strategy setting out key research and evidence themes.	Approach agreed and strategy developed by June 2018	Milestones/ Annual	Implementation plan to reduce consultancy spend.
Local Inclusive Industrial Strategy impact and outcome report	Approach agreed and strategy developed [date tbc]	Milestones/ Annual	Integral part of monitoring the strategy and linking intervention to support the strategy on the impact and outcome at community and local level work.
Advertising value equivalent	£4million p.a.	Annual / Quarterly review	based around 5 regional stories a week and 1 national stories a week

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<b>Proposed Indicator</b>	<b>Target</b>	<b>Measure</b>	<b>Notes</b>
Social media reach	Double reach	Annual	Reach not followers - tbc
Followers increase	300%	Quarterly	
Income streams developed	£50k	Annual	To be reinvested into digital, engagement, external affairs tools

## RESOURCES VISION

### Enabling the right solution

In 2019 the resources teams will be valued business partners to the rest of the organisation, operating systems and processes that are clearly defined and well understood with principles around self service and access to information that make them easy to use and that form the centrepiece of strong governance and accountability. ICT systems will be integrated, with all resources teams working together to ensure a unified offer to the organisation. Internal strategies and policies will embed the principles of inclusive growth with the Combined Authority demonstrating best practice in procurement and talent acquisition to champion those aims itself. This will enable clarity around expectations and responsibilities between managers across the organisation and support services.

Teams will be resilient and agile with structures enabling rapid redeployment across the team to respond to the changing needs of the organisation and with the skill sets to support the varied and growing agenda. The values and behaviours will be embedded in how the teams do business for both internal and external customers and both the added value and value for money they deliver for the Combined Authority will be clear.

### 2019/20 Resources Directorate Overview

In 2019/20 the Resources Directorate will continue to deliver supporting services to the rest of the organisation in order to enable overall organisational objectives to be met. In addition to these business as usual functions, the Directorate will also continue to deliver a programme of change activities which will include the following cross-cutting activities:

- Embedding a culture of integrated working across Resources Teams to provide a unified offer for internal customers which is 'best in class'
- Review and enhance organisational design structures for each team to ensure these are delivering what was intended
- Embedding the partnering approach across all Resources services that shifts from transactional to strategic support.
- Embed Inclusive Growth principles across Resources team's policies, in particular procurement and HR and to include consideration of living wage foundation accreditation.
- Further deliver and embed improved internal governance arrangements, including arrangements for a LEP with revised geography
- Development of new HR and Finance ICT systems to further embed self service and improve efficiency in working practices
- Further develop and embed customer service principles/ways of working
- Further embed Flexible Ways of Working
- Deliver ICT improvements through the Corporate Technology Programme
- Produce improved management information to drive better decision making and compliance.

**2019/20 Team Priorities**

**2019/20 Finance Team Priorities**

**Ongoing provision of Financial services and support including:**

- Coordinating and reporting on statutory compliance activities,
- Annual budget planning process and ongoing monitoring activities
- Financial and management accounting
- Invoicing
- Debtor management
- Payroll
- Grant administration
- Financial reporting and advice

**Additional service transformation activities:**

- Detailed analysis of finance/budget/HR system requirements to feed into new system specification
- Soft market testing of financial systems market
- Review and update of key financial policies / processes and user documents
- Finance manual development
- Further embed and review that OD Phase 1 is achieving expected outcomes.

**2019/20 Corporate Planning and Performance Team Priorities**

**Ongoing Corporate Planning and Performance activities including:**

- Annual business planning process
- Monitoring progress against corporate priorities
- Corporate risk management and monitoring activities
- Business continuity planning and testing
- Management information reporting and monitoring

**Additional service transformation activities:**

- Programme management and support for the corporate transformation programme

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- Providing support to key corporate projects including the Wellington House office accommodation and flexible working project and the Corporate Technology Programme
- Further digitising key corporate processes in association with roll out of new technology through the Corporate Technology Programme

### 2019/20 Procurement Team Priorities

#### **Day to day procurement and contract management support:**

- Delivery of 40 individual procurement projects to support the delivery of organisational goals
- Delivery of 10 strategic procurement projects to support delivery of corporate strategy
- Routine purchasing support
- Procurement pipeline planning
- Management of framework agreements
- Contract management activities
- Spend analytics and reporting

#### **Additional service transformation activities:**

- People: Establish a mechanism for flexible procurement resource to fluctuating and rapid response requirements.
- Review team structure against future resource demands.
- Embed new improved processes including standard procurement document suite and procurement card usage and Improve systems to support efficient processes
- Inclusive Growth / Social Value: ensuring Inclusive growth principles embedded into Procurement Strategy; implementing agreed social value criteria; introduce minimum standards for suppliers and common standards for contract management to reflect Inclusive Growth principles and reviewing “Good Growth Procurement Policy”
- Implement foundations for Stakeholder Management: Including undertaking supplier training with partners; implementing supplier self-service; review current collaborations and amend where needed; update internet site with “doing business with” and “how to” guides with FAQs.
- Roll out new Contract Management toolkit



## 2019/20 Governance Service Team Priorities

### **Ongoing Governance services support:**

- Overseeing the governance of the Authority and ensure effective, accountable and transparent decision making at both a political and officer level
- Undertaking the statutory role of Monitoring Officer
- Supporting members, all Boards and Committees and the development of new arrangements for the new LEP geography
- Overseeing and coordinating the production of agendas and reports ensuring papers are prepared in sufficient time and effectively considered
- Publishing agendas and minutes in accordance with the statutory and procedural requirements
- Supporting other key meetings outside the formal decision-making process and preparing minutes including Leaders, Chief Execs and Directors of Development
- Managing and administering the Authority's and the LEP's Codes of Conduct, maintaining registers of Interests and Gifts and Hospitality in accordance with statutory requirements and agreed procedures.
- Providing advice and guidance to members and co-opted members of procedure rules and legislation relating to the codes of conduct, declarations of interest and conduct of meetings
- Supporting Overview and Scrutiny including the role of statutory Scrutiny Officer

### **Additional service transformation activities:**

- Increasing information and self service for customers including guides, toolkits and online documents and templates
- Introduce a programme of training/workshops/drop ins to increase the number of reports that are right first time for both committees and officer groups
- Review transparency/publication requirements and opportunities for continuous improvement

### 2019/20 Legal Services Team Priorities

#### Ongoing Legal support services including:

- Support all areas of the business directly via a business partnering model
- Projects, procurement & contracts: providing advice and support to all schemes and projects, grant programmes and matters with a contractual element including state aid and commercial advice
- Property, planning & compulsory purchase: providing advice and support in relation to both the Authority's own asset portfolio and also in relation to projects and schemes
- Regulatory: providing advice and support in relation to all regulatory and compliance matters including health & safety, employment and litigation (including debt recovery and insurance claims)
- Governance: providing advice and support in relation to decision-making arrangements
- Devolution proposals – provide the lead legal advisor role across the WY districts

#### Additional service transformation activities:

- **Utilise the intranet** to improve the efficiency of L&GS with a focus on:-
- Greater promotion of services/expertise available to improve customer understanding
- Increasing the number of self service guides, toolkits and online documents and templates
- **Information Governance** – embed further data protection measures across the organisation
- Embed further integrated **legal/procurement processes**

### 2019/20 Human Resources Team Priorities

#### Ongoing HR support and strategic advice services including:

- Policy development and advice
- Supporting directorates in day to day staffing issues
- Learning and development activities
- Welfare support
- Absence management
- Health and safety advice

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- Embed year 1 of the 5 Year Health and Safety strategy & implement year 2

**Additional service transformation activities:**

- Embed the business partnering model
- Increase manager self service options
- Revise and refine HR policies and procedures – further embedding values and behaviours into HR policies
- Rollout updated training programme for managers based around the employee lifecycle
- Increase number of apprentice opportunities at WYCA

**2019/20 Internal Audit Team Priorities**

**Provision of Internal Audit services:**

- Providing independent assurance to and for the organisation
- Delivering the annual audit plan
- Providing assurance mapping
- Managing counter fraud processes and policies
- Provision and review of data analytics.
- To ensure compliance with grant conditions to promote Inclusive Growth principles

**Additional service transformation activities:**

- Identify areas where the internal audit service can be supplemented through the engagement of bought in specialisms.
- Explore options for secondments with Local Authority and Central Government Department stakeholders
- Develop communication and understanding of the role of internal audit through the completion of a stakeholder management strategy

### 2019/20 ICT Services Team Priorities

#### ICT support services including:

- Providing supporting ICT services and advice to the organisation including
- ICT service desk service and issue resolution
- Infrastructure support
- Hardware management
- Business systems management
- Cyber security services
- Software development

#### Additional service transformation activities:

- Delivering the Corporate Technology Programme including projects such as:
  - End user devices to support flexible working
  - Active directory re-design
  - Cyber security & PSN compliance
  - Enhanced disaster recovery & business continuity processes
  - Website harmonisation

<b>Resources budget summary: DRAFT FIGURES</b>	<b>£</b>
<b>Net revenue requirement</b>	<b>4,875,728</b>
Gross revenue expenditure	5,760,728

**DRAFT RESOURCES KPI's: TO BE UPDATED**

Indicator	Target	Measure	Notes
<b>General</b> % of internal customers who are 'satisfied/very satisfied' with the overall service they receive from Resources Teams	90%	Bi-annually	Internal staff snapshot survey
<b>Finance:</b> Paying undisputed invoices within 30 days  Achieving a balanced financial outturn.  Achieving statutory compliance on financial matters.  Debt recovery – 100% recovered and / or debtor invoices issued on time (100%)  Payroll - paying staff accurately  Implement plan for delivery of replacement/updated financial system (incl HR / Payroll)  Embedding the new Finance OD: <ul style="list-style-type: none"> <li>o Improved financial information to Directorates and cost savings / income generation</li> </ul>	100%  100%  100%  100%  <2% error rate  tbc  tbc	Quarterly  Monthly  Monthly  Monthly  Monthly	Consideration being given to specific target for SME/VCS  Regular monitoring reports to Combined Authority meetings and quarterly to G and A Committee  VAT, HMRC, Pension, Annual Accounts, government returns etc.

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Indicator	Target	Measure	Notes
Finance Process improvements (though linked to System and new OD): <ul style="list-style-type: none"> <li>○ Process improvements – capture efficiencies created (cashable / non cashable).</li> </ul>	tbc		
<b>Procurement:</b> No. of successful legal challenges on procurement  Procurement savings as a % of addressable spend (5 to 10% TBC)  Procurement return on investment the savings return (should be between 5 and 10 times the cost of the team).  Project Delivery - ensuring delivery of the pipeline of projects  Timeliness of delivery  Delivery of social value in contracts	0  tbc  tbc  40 major projects   Apprenticeships		Through contract mgt
<b>Human Resources:</b> Average absence (as % of workforce)  % Increase in women in management roles (grades D-K)  % increase of BAME across organisation  Delivery of People Strategy	2%  tbc  tbc  tbc	Monthly  Quarterly  Quarterly  tbc	average for public sector currently 2.9%

Indicator	Target	Measure	Notes
Launch of and training in application of new policies	tbc	tbc	
Increase in number of apprentices	tbc	tbc	
<b>ICT Services</b> <ul style="list-style-type: none"> <li>- Real-Time, Yournextbus: Vehicles Being Tracked</li> <li>- Core Network Up Time</li> <li>- Microsoft Cloud availability</li> <li>- CoSA availability</li> <li>- Service Desk open tickets</li> <li>- Website (external and internal) availability</li> </ul> Delivery of Corporate Technology Programme against agreed plan	78% 99% 99% 98% 100 or less Zero  tbc	Monthly Monthly Monthly Quarterly Monthly Monthly  Monthly	
<b>Internal Audit</b>  Provide an independent opinion on the effectiveness of the Combined Authority's control, risk management and governance arrangements	X% of audit programme	Quarterly	
Improve delivery of IA services.	80% positive response	Quarterly	Via audit questionnaires
<b>Legal and Governance</b>  Meeting FOI/EIR deadlines Compliance with statutory requirements re committee agenda publication	100% 100%	Quarterly Quarterly	

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Indicator	Target	Measure	Notes
Toolkits for self-service across a minimum of 2 legal areas to be produced	tbc	tbc	
Information governance improvements/GDPR compliance	tbc	tbc	
Timeliness of delivery	tbc	tbc	
Compliance with governance elements of assurance framework: LCR LEP Merged LEP			



## **TRANSPORT SERVICES VISION**

### **Connecting people to places**

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

## **2019/20 Transport Services Overview**

In 2019/20 the Transport Services Directorate will be focussed on the following overarching priorities

- Reducing cost, improving efficiency and growing income
- Making it easier for people to use our services and products
- Ensuring our services support inclusive growth in communities
- Doing the best we can for our customers
- Delivering the Combined Authority's policies and looking after its assets
- Supporting our colleagues in District Councils
- Being part of the public/ private sector transport team

**2019/20 Priorities****Service Activity****Support For Mobility**

## Core Activity

- 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
- The AccessBus service enables 5,000 people with limited mobility to make independent journeys
- Enabling over 40,000 young people travel on school transport services commissioned under contract by the Combined Authority
- Arranging transport for SEN pupils for Wakefield Council
- Procurement and management of contracts of total value £27.5 m
- Delivery of education transport services under co-operation agreements with all five Councils

## Priorities for 2019/20

- Develop and deliver voluntary partnership for bus services
- Reduce spend on support for mobility/ bus services in line with three year budget strategy
- Implement outcomes of bus network review programme in partnership with Councils
- Procure and implement a new Park & Ride service at Stourton
- Support delivery of Connecting Leeds bus transformation projects
- Apply new policy for home to school support
- Continue process of replacing MyBus services
- Adapt and expand range of Education Transport services provided to Councils
- Support the development of a Door to door transport Digital Hub in Leeds
- Develop and implement innovative transport services including East Leeds DRT
- Seek opportunities to further integrate AccessBus with health/ social care

Key Targets for 2019/20

- Reduce expenditure by 20% in line with budget strategy
- Reduce cost per mile of contracted bus services from £2 to £1.94
- Increase customer satisfaction with bus services in Transport Focus Bus Passenger Survey From 83% to 85% satisfied

**Reducing the cost of travel**

Core Activity

- Enabling over 155,000 under 19s to travel at half fare or less
- Enabling over 270,000 older and disabled people to travel on bus services free of charge under the national ENCTS free bus travel scheme.
- Providing reduced rail fares in West Yorkshire for older and disabled residents
- Issue and renewal of travel passes including eligibility checks
- Administration of £56m of payments to transport operators

Priorities for 2019/20

- Design and deliver new young people's concessionary fares scheme aimed at increasing bus use amongst under 25s at no increased cost to the Combined Authority

Key Targets for 2019/20

- Increase the number of bus journeys made by under 19s by 5%
- Increase percentage of concessionary passes ordered on line from 40% to 65%

## **Multi modal ticketing**

### Core Activity

- Providing the MCard range of multi modal smart travel tickets which enables customers to travel on bus and rail services around West Yorkshire. MCard has been identified as the largest smart ticketing scheme in the UK outside London
- 1.2 million MCard sales transactions per year retailed in local shops, on line, Travel Centres and business to business sales through the Travel Plan Network
- MCard is managed by a joint venture company co-owned by the Combined Authority and transport operators West Yorkshire Ticketing Company Ltd. The Combined Authority delivers the MCard under a Service Level Agreement with the ticketing company
- Administration and distribution of £32 million sales income per year

### Priorities for 2019/20

- Deliver new MCard products and retail services with a focus on young people and mobile phone ticketing
- Develop services which enable digital payment for travel in line with a revised strategy to be presented to the Combined Authority Transport Committee in January 2019
- To innovate and extend the MCard product range and retail channels
- To move Combined Authority's yield on MCard from deficit to surplus

### Key Targets for 2019/20

- Increase MCard sales of under 25s products (by volume and value) by 5%

## **Travel centres**

### Core Activity

- Operation of retail services at Castleford, Bradford, Halifax, Huddersfield, Leeds and Pontefract Bus Stations serving 400,000 customers per year
- Travel Centres sell ticketing products and coach holidays and provide bus station users with travel information and general enquiries
- The Combined Authority co funds the Arriva Travel Centre at Dewsbury Bus Station and provides a shop unit operated by Transdev at Keighley Bus Station
- All front line customer services (Travel Centres, Information and Bus Stations) are accredited annually by the Institute of Customer Services

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### Priorities for 2019/20

- Modernise the current counter sales offer to increase self service
- Devise and implement a plan to enable Travel Centres to be financially self-funding by 20/21

### Key Targets for 2019/20

- Cost of Travel centre operation v income to be cost neutral by 2021
- Ensure mystery shopper scores consistently exceed 85%

## **Travel information**

### Core Activity

- Providing the Metroline contact centre 400k customer interactions pa – telephone enquiries, webchat and social media output and interaction
- Providing the wymetro.com travel information portal. Each month this site receives over 2.5 million page views, and 60% of those pages are accessed by customers using smartphones and tablets
- Providing the real time bus information (yournextbus) system with screens at 1050 bus stops and enabling over 1 million people a year to access real time bus information on line or by scanning a bar code at a bus stop
- Providing timetable information at 14,000 bus stops bespoke to the services using each stop and posters in bus stations and key interchanges
- Publishing bus timetables and maps on line and in paper form – 3 million timetable downloads from wymetro.com pa

### Priorities for 2018/19

- Deliver modernised information services in line with a revised strategy to be presented to the Combined Authority Transport Committee in March 2019
- Reduce the net cost of travel information services by 10% through efficiencies and increased income

### Key Targets for 2019/20

- Ensure at least 95% of travel information enquiries to be made online
- Increase satisfaction with travel information from 80% to 84%

**Asset and Facilities**

## Core Activity

- Operation of staffed bus stations at Bradford Interchange, Castleford, Dewsbury, Halifax, Huddersfield, Keighley, Leeds and Pontefract
- Operation of a further 26 unstaffed bus stations and major interchanges
- Provision and maintenance of 14,000 bus stops and 5,000 bus shelters.
- Facilities management of the Combined Authority's office buildings.
- Landlord services for operational and non-operational properties

## Priorities for 2019/20

- Develop an Asset Management strategy which maximises the commercial potential of the Combined Authority's portfolio

## Key Targets for 2019/20

- Increase proportion of asset management costs met by income to 55%
- Ensure average annual expenditure per on street asset does not exceed £124
- Ensure average net cost of bus stations does not exceed £0.61 per bus departure

<b>Transport Services budget summary: DRAFT FIGURES</b>	<b>£</b>
<b>Net revenue requirement</b>	<b>79,924,772</b>
Gross revenue expenditure	96,740,048

**TRANSPORT SERVICES DRAFT KPI's: TO BE UPDATED**

	<b>Proposed Measure</b>	<b>Target</b>	<b>Measurement Frequency</b>	<b>Notes</b>
<b>Supporting Mobility</b>	Bus Patronage West Yorkshire and Leeds Strategic Targets		Annual	Monitored by R&I and reported through Policy & Strategy and Connecting Leeds Programme Board
	Customer Satisfaction With Bus Services	To be set in bus alliance framework	Annual	Monitored through Transport Focus national survey
	Budget Savings Target		Monthly	
	Delivery against contract renewal and MyBus replacement programme		Quarterly	
	Cost and usage metrics for supported bus services contracts	Headline kpi - £ per mile	Annual with contract by contract vfm	Headline kpi - £ per mile
	AccessBus patronage		Monthly	
<b>Reducing Cost of Travel</b>	ENCTS pass usage		Quarterly	Monitored as part of smart transactions monitoring
	Young people's bus usage		Quarterly	Monitored as part of smart transactions monitoring
<b>Multi Modal Ticketing</b>	Cost of WYCA support to MCard in comparison to income	To be self funding in 19/20	Quarterly	

DRAFT

	<b>Proposed Measure</b>	<b>Target</b>	<b>Measurement Frequency</b>	<b>Notes</b>
	Mcard sales by volume and value	5% increase	Monthly	Monitored as part of WYTCL management accounts
	Delivery against targets set in SLA with Ticketing Company		Monthly	Reported to WYTCL
<b>Travel Centres</b>	Cost of operation vs income	To be cost neutral by 20/21	Quarterly	
	Mystery Shopping	85% plus	Monthly	
<b>Travel Information</b>	% of information enquiries on line	95%	Monthly	
<b>Assets &amp; Facilities</b>	proportion of asset management costs met by income	55%	Quarterly	