

Appendix 2

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

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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

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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				
	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)				
	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.

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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.