

Appendix 3

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

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KPI Ref	Delivery KPIs: Apr 2020 - Mar 2021 DRAFT			
	Indicator	Target	Responsible officer	Background notes
Delivery				
D1	Growth Deal spend achieved in accordance with agreed cumulative target	£516m spend	Head of Portfolio Management and Appraisal (PMA)	£516m by end of financial year 2020/21 – split by economic and WY+TF. Measured quarterly.
D2	Leeds Public Transport Improvement Programme (LPTIP) spend achieved in accordance with agreed cumulative target	£154m spend	Head of Portfolio Management and Appraisal (PMA)	£161m by end of financial year 2020/21. Measured quarterly. May change following discussions with DfT. 90% of target is the achievable target, 100% is the stretch target.
D3	Local Transport Plan Integrated Transport Block (ITB) 2020/21 spend achieved	£13m spend	Head of Portfolio Management and Appraisal (PMA)	£13m spend 2020/21 financial year 2020/21 Measured quarterly. 90% of target is the achievable target, 100% is the stretch target.
D4	TCF 2020/21 spend achieved in accordance with agreed target	£xx m spend (TBC)	Head of Portfolio Management and Appraisal (PMA)	Measured quarterly. Dependent on the funding awarded, lowest £16.3m and highest £31.7m by end of financial year 2020/21. Figures to be confirmed once DfT approval received. 90% of target is the achievable target, 100% is the stretch target.
D5	Accurate spend forecasting	Spend each quarter to be within 10% of the agreed forecast	Head of Portfolio Management and Appraisal (PMA)	Agreed forecast from start of financial year or from the latest budget and spending profile from the Funding Agreement or Variation if an additional approval has been achieved. This will be challenging compared with previous years as we have encountered significant deterioration of spend against forecasts.
D6	Accurate programme forecasting	75% of schemes progressing to the next Decision Point within the tolerance set at the last approval point	Head of Portfolio Management and Appraisal (PMA)	Agreed forecast for 20/21 from Transport Fund review or from the latest adjusted via a Decision Point approval. This will be challenging compared with previous years as we have encountered programme slippage.
D7	Growth Deal outputs within forecast to meet agreed targets: A) Jobs created / safeguarded	3000	Head of Portfolio Management and Appraisal (PMA)	80% of target is the achievable target, 100% is the stretch target.
D7	Growth Deal outputs within forecast to meet agreed targets: B) Homes enabled	700	Head of Portfolio Management and Appraisal (PMA)	80% of target is the achievable target, 100% is the stretch target.
D7	Growth Deal outputs within forecast to meet agreed targets: C) Homes completed	300	Head of Portfolio Management and Appraisal (PMA)	80% of target is the achievable target, 100% is the stretch target.
D7	Growth Deal outputs within forecast to meet agreed targets: D) Public / private investment (match funding)	£120,028,000	Head of Portfolio Management and Appraisal (PMA)	80% of target is the achievable target, 100% is the stretch target.
Portfolio Management and Appraisal (PMA)				
P1	Appraisal Specification Reports reviewed and feedback provided within 15 working days of receipt	90% (monthly)	Head of Portfolio Management and Appraisal (PMA)	Number received 'vs' number reviewed within 15 working days.
P2	PIMS data reflects decision point approvals within 4 working weeks	90% (monthly)	Head of Portfolio Management and Appraisal (PMA)	Decision Point approval is date of Investment Committee, Combined Authority or Managing Director approval. PIMS data is schedule, documentation, decision point certificate, funding approvals, spend forecasts, tolerances, pathway and approval route.
P3	Assurance process approvals are obtained within the timescales detailed in the Programme Appraisal Team Schedule	90% (monthly)	Head of Portfolio Management and Appraisal (PMA)	On recommendation for approval by PAT, the project or programme will obtain approval from the relevant decision-making body within the timescales as set out in the Programme Appraisal Team Schedule.
P4	Cost for administering programmes for Combined Authority wider than Delivery	Less than 1.75% of the annual capital spend (quarterly)	Head of Portfolio Management and Appraisal (PMA)	Demonstrating efficiency of the Combined Authority Assurance Framework and processes.
Economic Implementation				
E1	Number of premises connected to Superfast Broadband as a direct result of the Broadband programme	44,623	Head of Economic Implementation	Linked to cumulative supplier contractual KPI. 20/21 annual target 6,415.
E2	Number of businesses protected from flood risk as a result of projects delivered in receipt of Growth Deal funds.	1000	Head of Economic Implementation	Project at Mytholmroyd, and the natural flood management projects in the Colne, Calder and Upper Aire catchments due to complete.
E3	Square footage of commercial floor space created through the Enterprise Zone programme	170,400	Head of Economic Implementation	Unit construction at Gain Lane, Plot 3 South Kirkby and Moor Park.
E4	Number of hectares of brownfield land enabled for development through the Enterprise Zones programme	18.5 ha	Head of Economic Implementation	Sites at Gain Lane, Moor Park and South Kirkby.
E5	Number of operational college facilities in receipt of Growth Deal funding which are now operational (new build and refurbishments).	11	Head of Economic Implementation	Advice and support to projects across the city region.
E6	Number of Low Carbon Projects supported through the Energy Accelerator to Gateway 2 (achieving signed Sponsorship Agreement) by 2021	8	Head of Economic Implementation	Advice and support to projects across the city region.
E7	Corporate Technology Programme - Number of processes digitised in Digitising Services	8	Head of Economic Implementation	Eight business processes to be digitised.
E8	Corporate Technology Programme - Implementation of new network	10GB Network Speed	Head of Economic Implementation	Network speed increased from current baseline of 1gb to 10gb. This will also enable the internet bandwidth to be increased.
Transport Implementation				
T1	All Transport Programme progression	Programme profile to be 50% in development, 25% in delivery and 25% complete	Head of Transport Implementation	
T12	Delivery of high-quality cycle facilities	Delivery of 28km's of high-quality cycleway	Head of Transport Implementation	High quality cycleway excludes advisory cycle lanes. Cycle priority treatments includes side road priority, filtered permeability, parallel crossings, separate cycle signal phases, early starts, cycle gate, cycle bypasses and two stage right turns. Cycle Priority treatments would exclude the provision of ASL's as a stand-alone feature.
		Delivery of 37 no junctions with cycle priority treatments	Head of Transport Implementation	
T13	Delivery of increased park and ride car parking spaces	Delivery 1,000 park & ride (bus/ rail) car parking spaces in the region	Head of Transport Implementation	
T14	Delivery of improvements to bus service provision	Delivery of 500 improvements to bus stop facilities	Head of Transport Implementation	
T15	Delivery of traffic signal junction upgrades across West Yorkshire	77 junction signals upgraded	Head of Transport Implementation	Main source of delivery will be the UTMC Element A project which entered delivery in 2019
T16	Schemes that promote clean energy use for transport	Delivery of 44 ULEV sites	Head of Transport Implementation	ULEV Programme to delivery 88 sites in total.

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

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

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