

Draft business priorities for 2022/23 by directorate

Strategy, Communications & Policing
<ul style="list-style-type: none"> • Revise the West Yorkshire Vision and Corporate Objectives in line with the Mayor's Pledges. • Continue to develop and implement the Investment Strategy • Develop and lead on Inclusive Growth policy, including the Fair Work Charter and Inclusivity Champion. • Develop a regional strategy approach to UK Shared Prosperity Fund • Develop and embed an Equalities Action Plan • Restructure of the communications team to strengthen the marketing and communications department • Deliver a strong reputation management programme to raise the profile of the Mayor and the MCA's work. • Provide a high quality, responsive consultation and engagement function to the organisation and partners • Branding and identity review to consider overall house of MCA brands. • Continue to monitor and report on the Economic and Transport Recovery Plans • Increase the internal and external visibility of the CA's core evidence products supporting the needs of the Mayor, CA Committees, stakeholders and partners. • Further enhance monitoring and evaluation capability cascading lessons learned from the Growth Deal and Transport Fund. • Establish new Strategic Transport Modelling function. • Lead the annual monitoring, evaluation and impact reporting of progress across the SEF priorities through the production of annual State of the Region Report. • Commission targeted services to increase community safety and support victims of crimes and work with community safety/criminal justice partners to ensure joined up local priorities • Ensure meaningful and inclusive engagement on national policing and crime issues. • Evidence led approach to identifying, understanding and responding to, tackling and reducing serious violence.
Policy & Development
<ul style="list-style-type: none"> • Continued development of transport policies, strategies and the pipeline of transport schemes • Bringing buses back into public control, introduce simpler fares, contactless ticketing and greener buses • Further Development of the case for Mass Transit • Transport Decarbonisation, implementing the Future Mobility Strategy and development of cycling and walking plans • Continue to make the case for, and influence the design of, rail service changes, including working with Great British Railways

- Develop pipelines of interventions to support Mayoral pledges on business support, jobs, and skills and training.
- Deliver and review the Economic Recovery Plan
- Implement recently adopted strategies: Productivity, Trade, Employment and Skills, and HealthTech.
- Support Mayoral Taskforces: Manufacturing, Green Jobs and Digital.
- Review Cultural Framework and develop the Creative New Deal.
- Deliver the first priorities of the Climate and Environment Action Plan
- Develop approach to regional strategic planning in the context of national planning reforms
- Develop a new Housing Strategy.
- Deliver the Housing Revenue Fund, and oversee Mayor's housing pledge.
- Continue delivering recommendations from the Flood Review and continually develop pipeline of interventions.

Delivery

- Embed the 2021 revised assurance process to support the MCA's Assurance Framework and the investment priorities
- Embed the assessment of carbon and wider climate change impacts into programme and project appraisal
- Strengthen the assessment of equality, diversity and inclusion and inclusive growth into programme and project appraisal
- Strengthen our approach to assessing value for money in non-transport infrastructure investment propositions
- Conclude closedown of legacy programmes including: Getting Building Fund, Growth Deal economic programme and Broadband Contract 2
- Complete delivery of superfast broadband connectivity through Contract 3
- Enable affordable and sustainable housing developments through Year 3 activity of the Brownfield Housing Fund.
- Continue to work with partners to progress the business case for the British Library North project
- Establish emerging programmes e.g. Social Housing Decarbonisation Fund, Community Renewal Fund, Project Gigabit, Flood Resilience, Langthwaite EZ
- Continued delivery of the West Yorkshire Plus Transport Fund portfolio, LTP schemes and active travel/clean growth initiatives.
- Support partners with delivery resources and recruitment - capacity and capability to deliver
- Oversee the City Region Sustainable Transport Settlement programme and work with partners on definition and delivery of schemes
- Continue development and delivery of the TCF programme.
- Continue to develop and deliver the West Yorkshire Network Navigation programme.

Economic Services

- Support firms to recover, build resilience and grow in response to the ongoing impacts of COVID-19 and EU Exit
- Implement a new Business Productivity Programme

- Deliver a revised and refreshed Growth Service model reaching a more diverse range of SMEs
- Continue to build and promote the City Region innovation support eco-system
- Deliver the devolved Adult Education Budget for West Yorkshire, ensuring it meets local needs
- Support people to access employment opportunities and/or to re-train,
- Improve the attainment, ambition and destinations of our most disadvantaged young people by working closely with schools and colleges
- Encourage and support more businesses to sell their products in international markets and galvanise the regional export support
- Raise the international profile of the Leeds City Region economic opportunities via strategic economic development and industry forums
- Contribute to the ongoing growth of the Creative & Digital Sector through the Creative Catalyst Programme

Transport & Property Services

- Evolving the MCard mobile app to be the primary transport app in West Yorkshire
- Adapting customer information to support changes in travel behaviour
- Further development of the Fare Deal for Young People
- Review and modernise customer contact centres and travel centres
- Support place shaping aspirations and maximising commercial potential
- Reducing carbon generation from the Combined Authority's assets
- Leading a programme of transport asset renewal works as part of CRSTS delivery
- Managing the impacts of Covid on the bus network
- Working with District partners to improve bus network reliability and bus journey times
- Delivery of the BSIP Network Plan

Corporate & Commercial Services

- Continue to deliver a wide range of business-as-usual financial, HR, legal, Governance, procurement, internal audit and ICT services, ensuring efficiency and compliance.
- Further embed aspects of the Police & Crime function into the MCA's corporate governance.
- Implement the new Integrated Corporate Systems (ICS) to deliver modern updated HR and financial systems.
- Review and develop recruitment policy and toolkit to further incorporate EDI into all stages of recruitment and identify opportunities to engage with underrepresented groups
- Develop the Learning and Development offer at an organisational, directorate and individual level.
- Develop further the apprenticeship strategy and identify opportunities for targeting apprenticeships to underrepresented group or skill gap/shortage skill areas

- Support the employee networks in ensuring the diversity action plans are implemented and targets achieved
- Complete the negotiations on revised terms and conditions and contracts of employment
- Increase social value benefits from procurement.
- Further enhance cyber security and risk management for ICT services
- Support and technical management of the Yorkshire wide real time information system
- Deliver an annual assurance programme that is risk based and provide an opinion on the effectiveness of controls, governance and risk management