

Report to: West Yorkshire Combined Authority

Date: 14 December 2017

Subject: Business Planning and Budget 2018/19

Is this a key decision?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
Is the decision eligible for call-in?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
If relevant, state paragraph number of Schedule 12a, Local Government Act 1972, Part 1	

1 Purpose

- 1.1 To advise Members of the work underway on business planning and budgeting for 2018/19.
- 1.2 To consider the key elements of the draft three year financial strategy.

2 Information

- 2.1 Over the past eighteen months WYCA has been progressing its One Organisation programme, establishing new Directorates, structures, ways of working and cultures and behaviours that enable the organisation to deliver on its priorities and objectives for inclusive economic growth in the region. Key successes and achievements in the past year include:
 - framework to effectively progress projects through the various stages from expression of interest through to delivery, ensuring a sufficient consistent level of rigour and challenge.
 - Planned delivery of £100m+ of Growth Deal projects in the current year including four skills capital projects (Leeds Printworks, Wakefield College, Selby College, Bradford College)
 - Provided £4.98m to refurbish and upgrade the Percival Whitley Centre at Calderdale College which enhances the teaching offer in advanced engineering/manufacturing, digital, creative media and health and social care
 - Provided £3.1m investment to complete Kirklees College’s National Process Manufacturing Training Centre
 - Development of local inclusive industrial strategy
 - Opening of the Wakefield Eastern Relief Road – the first project constructed as a result of the Transport Fund
 - Continued development of the A629 Phase 1a corridor project in Calderdale

- Continued growth of the Elland Road Bus Park and Ride site and opening of another site at Temple Green in Leeds
 - Opening of Low Moor Rail Station on the Caldervale Line in Bradford between Bradford Interchange and Halifax Rail Station
 - Made improvements to Huddersfield Station Park & Ride and delivered improved facilities at Mirfield Station
 - Over 1,500 businesses supported to offer apprenticeships so far this year
 - Over 1,200 new jobs committed to the region through engagement from the Trade and Investment Team to date this year
 - Provided support to 1190 businesses that want to grow in the region
 - Shaped new values and behaviours for the organisation that will guide how we work with our customers, our partners and each other from now on.
- 2.2 The business plan under development for 2018/19 builds on these successes and reflects the need to respond to the growing agenda in the region. Recent recruitment to the delivery and policy teams will help ensure further improvements to the speed and success of project delivery and ensure the resource is available to seek to secure funding to support the growing policy work required.
- 2.3 **Appendix 1** sets out a summary of the draft business plans for each of the Directorates, Delivery, Policy, Transport Services, Economic Services and Resources. These show the key objectives and resources for each team and it is proposed that these will form the core of the 2018/19 Corporate Plan. Key performance indicators (KPIs) will again be used to assist in monitoring progress on delivering these objectives. At its last meeting the Overview and Scrutiny Committee considered the current year KPIs and suggested that further KPIs for 2018/19 be considered that cover air quality, productivity, social value, jobs created in disadvantaged areas and transport accessibility improvements.
- 2.4 The business plan, budget and transport levy must be approved at the WYCA meeting of 1 February 2018. The budget for 2018/19 is being prepared in the context of a medium term financial strategy for the next three years which will enable effective planning for both WYCA and its funding partners. The difficult funding environment for local government is recognised and WYCA is considering a range of options to reduce expenditure, both to balance the budget in the first instance and also to enable a cut in the transport levy.
- 2.5 The transport levy is the largest source of revenue income for WYCA, provided on a per capita basis by each of the five West Yorkshire local authorities. 45% of the levy is used to fund the statutory English National Concessionary Travel Scheme (ENCTS), providing free bus travel to senior and disabled passengers. This increases the challenge to find significant cost reductions on the other budget heads.
- 2.6 As well as reviewing expenditure WYCA is considering if there are ways to increase its other funding streams. One of its other more significant income streams is the business rates income from the enterprise zones in the region, which comes to WYCA as accountable body for the LEP. Income from the Leeds EZ, earmarked initially to

fund the trade and inward investment team, has been slower to build up than originally forecast, leaving WYCA/LEP with a shortfall over the last three years. This income is now slowly increasing and forecast to build up to £6m pa by 2012. The EZ income is planned to provide core funding for WYCA/LEP or their activities contributing to economic growth. The second EZ covers a number of sites, most of which require investment to remediate or develop the site to enable full occupation. Work is underway to fund some of these works through Growth Deal funding.

- 2.7 Members will be aware of the short term nature of funding streams from Government that support the skills and business agenda, such as the business growth service, skills service and apprenticeship grants. Efforts are being made to seek other funding sources to continue these services. Whilst the Department for Business, Energy and Industrial Strategy (BEIS) announced last week that there would be a commitment to continuing funding for the business growth service the actual amount has yet to be confirmed.
- 2.8 The inherent inflation in both concessionary reimbursement and bus tendered services, along with pay and other contract inflation sees expenditure increasing even at a standstill in service provision. Taking into account the ambition and priorities of WYCA and its partners there is a continuing mismatch of income and expenditure over the next three years.
- 2.9 Whilst all areas of spend are being scrutinised there is a particular focus on how spending reductions can be achieved through the transformation of passenger transport provision. Options of how this could be achieved are being developed and will be further considered in conjunction with local authority officers to understand the specific transport need in each District. Any proposals developed will be subject to consultation and equality impact assessments. The initial thinking around this transformation are set out in paragraphs 2.11 onwards, with the target savings built into the draft three year financial strategy considered later in this item.
- 2.10 The three year proposal is based on an assumption of a levy cut of £1m in each of the next three years (£1m was cut from the levy in 2017/18). Targets to generate further income from WYCA buildings and infrastructure assets are being developed by exploiting the current commercial property market and by implementing invest to save schemes. A commercial asset strategy focussing on bus stations is under development.
- 2.11 At present 50% of the cost of WYCA's activity in providing travel information and supporting the sale of transport tickets and passes is funded by operators and MCard sales revenue. By increasing revenue from lower cost self-service, digital channels it is possible to reduce the net cost to local taxpayers by 2020/21 whilst modernising the service.
- 2.12 In order to make significant reductions in expenditure, and to better respond to the requirements of the travelling public there will be a need to change the way in which WYCA currently spends £19m procuring socially necessary bus services. A value for

money approach has enabled year on year savings in this provision however more fundamental changes are needed to ensure a reduced spend is targeted towards the Authority's and thereby the local authority's priorities. A plan has therefore been developed to reduce this cost to £15m by 2020/21 as follows:

- Currently 45% of this expenditure provides services to communities which would not otherwise have any public transport link, of which 10% is spent on AccessBus. It is proposed to focus this expenditure on supporting inclusive growth - those deprived communities currently isolated from the public transport network, by adopting customer focussed, innovative and lower cost ways of supporting their mobility. The AccessBus service will become more integrated with other forms of accessible transport provided by the social care, health and third sectors. By 2020/21 65% of the reduced budget will be spent on supporting mobility.
- 30% of the expenditure currently provides early morning, evening and weekend journeys on bus services to communities which currently enjoy a commercially funded bus service at peak times and during weekdays. Negotiations will be held with bus operators seeking alternative ways of supporting evening and Sunday services and taxi based solutions will be deployed where appropriate. By 2020/21 25% will be spent on this form of provision.
- Further economies will be made to reduce spend on providing school buses in line with the reduced budget working closely with District Council Children's Services teams.

2.13 **Appendix 2** sets out the draft three year revenue budget. The closing position for 2017/18 is in line with the original budget agreed and will utilise general reserves of £3.5m, leaving opening general reserves at £3.6m at 1 April 2018. This represents a minimum level of general reserves that are required to be retained over the period.

2.14 The savings available from transforming the current service offer to the model described above are reflected in Appendix 2. There is an element of lead time to move to this model with the savings starting slowly and increasing by the end of the period. This leaves a potential funding gap of £0.897m by 2020/21. It is proposed to close this gap by undertaking a number of actions, to include:

- specific savings targets and income targets for each directorate;
- a review of capitalisation policy (including consideration of whether any changes to this could be backdated to apply to previous years);
- a review of Enterprise Zone income and any actions that could accelerate this income;
- a review of treasury management arrangements and any opportunities to address borrowing costs and Minimum Revenue Provision (MRP) as part of debt management.

- 2.15 Work has started on this and the detail will be provided as part of the full budget paper to the 1 February meeting. In order to ease the transition to the reduced spending position it is proposed that a small proportion of the levy set aside to fund the local contribution to the West Yorkshire plus Transport Fund is utilised to close the funding gap in 2018/19 and 2019/20. This is only possible in the short term as expenditure on the Fund has been slower than anticipated to reach the levels that require us to undertake borrowing, although this should change by 2021. Members will recall that the City Deal that secured a £1bn Transport Fund provided government funding of £750m with West Yorkshire and York providing the balance. This was agreed to be through supported borrowing.
- 2.16 A detailed three year capital funding and expenditure programme will be presented alongside the revenue budget in February. At this stage **Appendix 3** sets out the forecast for this and the next two years. Forecast spend levels are being further scrutinised to ensure they reflect the most robust estimates from delivery partners and to ensure that they achieve best use of the funding available. The most significant funding stream is Growth Deal, after which there are a number of transport funding streams including Local Transport Plan Integrated Transport Block, Leeds Public Transport Investment Programme and NPIF. A number of funding streams are passported straight through to the local authorities on a pre-determined basis, such as highways maintenance and pothole action fund.
- 2.17 Capital funding is used to meet the direct delivery costs of projects approved through the assurance framework, which includes WYCA and partner authorities project managers/assistants and other directly attributable costs. It has also been previously agreed that there will be a capital recovery of the costs of the Portfolio Management Office that manage the assurance frameworks and project management and reporting and the feasibility and assurance team. A level of capital recovery has also been built into the revenue budgets to reflect the support given to the Delivery Directorate by the resources, policy, research and communications teams. This has initially been set at £1.5m for 2018/19 and is being reviewed to ensure it is representative and proportionate given the relative size of the capital programme and revenue budgets.

3 Financial Implications

- 3.1 As set out in the report.

4 Legal Implications

- 4.1 None arising directly from the report. Consultation and Equality Impact Assessments will be required as policy change proposals are progressed.

5 Staffing Implications

- 5.1 None arising directly from the report.

6 External Consultees

6.1 None.

7 Recommendations

7.1 That WYCA note the work underway on the medium term financial strategy, and business planning and budget for 2018/19.

8 Background Documents

8.1 None.

Appendix 1: WYCA 2018/19 Draft Business Plan Summary

DELIVERY DIRECTORATE	
Delivering the right projects whilst providing value for money	
Ensuring the delivery of a portfolio of projects and programmes within the agreed cost, time and quality framework, which meet our strategic priorities and derive maximum benefit for the region	
2018/19 Priorities	Resource Lead
Delivery of projects and programmes in the West Yorkshire Transport Fund with the targets of: <ul style="list-style-type: none"> • 15 projects/programmes approved at Outline Business Case stage • 10 projects/programmes approved at Full Business Case stage • 5 projects/programmes to be on site • CCAG phase 2 to be completed 	WYTF Implementation Team
Implementing other significant Transport Projects (such as Rail accessibility schemes, New Station Street in Leeds, Cycling schemes, Castleford Rail Station Gateway and Halifax Bus Station improvements), with a target of 8 projects on site in 2018/19	Transport Projects Team
Implementing Economic Regeneration Projects (including skills capital & innovation, Broadband and Better Homes), with targets of: <ul style="list-style-type: none"> • Completing phase 2a and 2b of skills capital (delivering 24,898 sqm of new build floorspace and 12,100 sqm of refurbished floorspace) • Enabling 200 new homes at Bolton Woods and Beech Hill • Enabling 8,000 sqm of commercial floorspace across York Central/York Guildhall • £3.2m LGF spend on tackling fuel poverty • Delivery of 524 CHS as part of the Warm Homes Fund • Broadband infrastructure to cumulatively deliver 43,086 Total Homes Passed of which 35,679 superfast (>24mb/s) • Enable a further 250 homes and 200 jobs through Growing Places Fund loans 	Economic Regeneration Team
Continued implementation of the Smartcard and information Programme (SCIP) with Phase 5 going live in March 2019	SCIP implementation Team
Providing Feasibility and Assurance services across all portfolio's work including overseeing further calls for projects and re-profiling of programmes	Feasibility and Assurance Team
Managing the Assurance process, monitoring and reporting of progress, further development of risk & cost management controls and embedding the Portfolio Information Management System (PIMS)	PMO Team
Leading the Head office Refurbishment project and supporting the flexible ways of working project	Staff from the PMO team
Further development of policies, processes and working practices to maximise staff retention and embed the culture of a high performing team	Led by Director and Heads of Service

Develop and implement a strategy for resourcing revenue funded projects and corporate projects	Led by Director in partnership with Director, Resources
Further work with the Policy Directorate to better define the boundary between the Policy and Delivery Directorates and agreeing handover terms	Led by Director and Heads of Service in partnership with Policy Directorate

Budget and Resources

2017/18 Revenue Budget	Expenditure	£2.451m
	Income	(£2.450m)
	Net	£0.001m
2018/19 Revenue Budget	Expenditure	£3.488m
	Income	(£3.716m)
	Net	(£0.228m)
Net Revenue Budget change between years		(£0.229m)
Capital spend under the control of Delivery 2018/19		£186.405m
Financial Target(s) 2018/19		TBC
2018/19 FTE		71.72

ECONOMIC SERVICES DIRECTORATE

Delivering effective services to drive inclusive growth

To attract global investors, support businesses to be more productive and inspire people to gain relevant skills, working with partners across all sectors.

2018/19 Priorities	Resource Lead
<p>Continue to provide support to help businesses grow and become more productive through the LEP Growth Service, and embed a range of ESIF funded business support programmes, with the targets of:</p> <ul style="list-style-type: none"> • Supporting up to 2,750 businesses that want to grow • Providing intensive support to 900 growth businesses • Supporting the creation of 400 jobs in businesses receiving intensive growth support, investing £5m in capital projects with an average cost per job of £12.5k • Supporting 100 high growth businesses to develop strategic growth plans • Delivering 12 'Pop-Up' business advice events including 4 in more disadvantaged areas 	<p>Business Support Team including: Growth Service, Strategic Business Growth Programme and Business Grants Team plus those below, with support from Comms</p>
<p>Provide Resource Efficiency funding and advice to businesses with a target of supporting 80 businesses to reduce costs on energy, water and waste.</p>	<p>Resource Efficiency Team</p>
<p>Provide support and advice on accessing innovation services and funding with a target to support a further 70 businesses to undertake innovation activity.</p>	<p>Access Innovation Team</p>
<p>Deliver sustainable travel plan advice and services to businesses, recruiting 75 new businesses to the Travel Plan Network and generating over £8m in M-card sales.</p>	<p>Travel Plan Network Team</p>
<p>Work with schools and business leaders to deliver an enhanced model of employability, enterprise and careers education to reach over 160 schools and 12,000 disadvantaged students.</p>	<p>Enterprise in Education Team (+ new posts tbc subject to new funding)</p>
<p>Promote and advise on the benefits of apprenticeships to over 1,000 businesses (if funding is secured).</p>	<p>Skills Funding Manager and Apprenticeship Grants Team (at risk if funding not secured)</p>
<p>Continued skills support for businesses, sector skills initiatives which upskill 1250 individuals in shortage areas; and development & monitoring of delivery agreements with FE colleges in readiness for the proposed devolved Adult Education Budget, in order to secure the right kind of vocational education & training provision to meet the skills demands on our economy.</p>	<p>Skills Funding Manager, Sector Skills Manager plus Digital Skills Coordinator & Economic Intelligence Manager (in Policy & Comms Directorate)</p>

Attract global investors to the Region, undertake inward investment lead generation and deploy targeted grant funding, with the aim of creating 1,500 new jobs for the region and bringing 40 inward investment projects to the LCR.	Inward Investment Team and support from Comms team
Promote Leeds City Region investment propositions in the key sectors of advanced manufacturing; digital including fintech; healthcare and life sciences; and financial & professional services, with 180 investor meetings leading to 40 inbound visits hosted.	Sector leads in Advanced Manufacturing, Health & Life Sciences and Digital and support from wider Inward Investment Team above and Comms Team
Promote investor development, safeguard UK jobs and seek 'floating' investment opportunities within 120 internationally owned firms, in partnership with local authorities, seeking to identify 48 new investment projects from 240 meetings.	Key Account Managers <i>(new posts subject to funding)</i>
Inspire over 100 additional LCR businesses to export and 100 existing exporters to increase global trade, through the improved co-ordination of international trade services with partners, including through 10 new export initiatives.	International Trade Manager
Embed further the principles of inclusive growth into mainstream services through the targeting of employment & skills programmes towards low paid workers, focusing education support onto disadvantaged pupils, implementing employment brokerage to support employers to fulfil social value obligations within WYCA contracts, inspiring businesses to adopt leadership practices which support the progression of low paid workers, considering the application of specific grant conditions, adapting the inclusive growth narrative for inward investment and monitoring appropriate outputs.	To be led by the Executive Head of Economic Services and senior managers with support from PSC Directorate
Collaborate with Policy, Strategy & Comms colleagues on new digital and productivity-led services linked to the inclusive industrial strategy, including reviewing the application of sector prioritisation and considering productivity outputs alongside job outcomes.	To be led by the Executive Head of Economic Services and senior managers with support from the Head of Economic Policy
Refine the efficiency and effectiveness of our grant programmes and implement the recommendations from the grant review process, in line with the Assurance Framework, including a new partnership agreement for delivering support for smaller grants, as well as the inclusive growth principles above.	Head of Business Support & Business Grants Manager to lead with support from specific grant teams including T&I input
Accelerate digital careers activity and develop a digital talent offer as well as activity to address the future infrastructure skills needs linked to HS2 and other transport/regeneration investments, and replacement demand in manufacturing and engineering, including by securing and delivering additional ESIF programmes.	Head of Employment & Skills & Digital Skills Coordinator (in Comms) to lead with support from Enterprise in Education team to promote in schools and T&I team to connect to inward investors. Additional resources subject to ESIF & other bids.
Introduce/test activity to maximise local employment opportunities through major capital investments, including a business facing Gateway for local employment.	Head of Employment & Skills to lead, working with Delivery Directorate and Jobcentre Plus/Local Authority partners

Review the options for increasing the effectiveness of export support within the region, in collaboration with the Policy, Strategy and Communications Directorate, in order to help increase the region's export performance.	Head of T&I plus International Trade Manager to lead working with the network of trade partners.
Attract a greater number of transformational inward investments and assist to create a more resilient economy through strengthening links with existing foreign owned businesses.	Head of T&I plus Inward investment team to lead working closely with Comms & Marketing
Establish a specific KAM function within the Trade and Investment Team.	New KAM staff to be recruited (subject to funding being secured)
Work to develop a coordinated approach with local authorities to packaging investment opportunities more effectively in order to create more attractive offers for global investors.	To be led by Head of T&I with additional resource to be identified
Working with colleagues in Policy and Delivery to further develop the strategy for securing end user investment in Enterprise Zones.	To be led by Head of T&I with additional resource to be identified

Budget and Resources

2017/18 Revenue Budget	Expenditure	£9.901m
	Income	(£8.620m)
	Net	£1.281m
2018/19 Revenue Budget	Expenditure	£8.631m
	Income	(£7.342)m
	Net	£1.289m
Net Revenue Budget change between years		£0.008m
Financial Target(s) 2018/19		TBC
2018/19 FTE		62.53

TRANSPORT SERVICES DIRECTORATE

Connecting people to places

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

2018/19 Priorities	Resource Lead
Information	
Providing direct customer contact services including Metroline	Metroline and Customer Services teams
Coordinating the production of passenger information	Service Development Team (inc real time information)
Timetable data and content preparation	Data Team
Increase the proportion of information interactions/enquiries that are online to 98%	All
Retail	
Ensuring robust financial process are in place for administering concessions and Integrated ticketing services	Financial Processes Team
Delivering direct customer sales and information through Travel Centres including back office	Travel Centres team
Managing WYCA offices	Office Facilities Team
Increase the proportion of MCard sales via self-service/travel centre alternatives to 75%	
Asset Management	
Managing our buildings, bus shelters and other on-street public transport infrastructure	Facilities and Assets team
Day to day running of our staffed and unstaffed bus station facilities	Bus Station Services team Cleaning staff
Bus Services	
Coordinating and delivering transport services for those with personalised travel needs through AccessBus and home to school transport services for children with Special Educational Needs	Door to Door Transport Team and SEN team
Monitoring performance of transport services against contracts and surveying quality	Monitoring and Survey team
Procuring bus services, coordinating bus network changes and highway liaison	Bus Network and Highways Liaison team
Coordinating education transport services	Education Transport Team
In 2018/9 the Directorate will also deliver a programme to transform Transport Services through:	
Information Devise and implement new strategy by June 2018 to move from a paper based information provision to a fully digital self service provision focused on live travel information "on the move" to drive efficiency and savings	Led by HoS and Information and Marketing Manager Policy Manager + assistant from PSC to support high level policy/horizon scan R&I analysis support

<p>Retail Devise and implement new strategy by June 2018 to grow market for MCard with WY Ticketing Company introducing new retail channels including mobile phone ticketing. Modernise the service offer at Travel Centres to streamline these and realise savings</p>	<p>Led by HoS and Service Delivery Manager and involving Retail Teams Policy Manager + assistant from PSC to support high level policy/horizon scan R&I analysis support Finance support to deliver changes</p>
<p>Asset Management Strategy Develop a five year plan to maximise rental income and cost effectively maintain the CA's portfolio of operational and non-operational property with an initial target to increase income generation from property rental by 10% in 2018/19</p>	<p>Led by HoS and Facilities and Assets Manager Involving Asset Development Team PSC support – to support strategic view Legal/Procurement and Finance support Delivery support – interface with Transport Fund teams</p>
<p>Bus Services Strategy Support the transformation of bus services in partnership with bus operators through Bus 18 and the Leeds PTIP Ensure the effectiveness of the young people's concessionary fare scheme seeking to increase patronage at a reduced cost to the taxpayer Devise and implement a new policy for bus service support which promotes inclusive growth at a reduced cost to the taxpayer Working with Policy and Strategy Directorate to develop a new delivery model for public transport services in the future</p>	<p>Led by Director HoS and involving Bus Services Team Support from PSC – Policy Manager input and Consultation team</p>
<p>Scope out/agree new delivery frameworks for operational services with transport operators/partners.</p> <ul style="list-style-type: none"> Improving management information to develop a more transparent approach to the unit costs of service provision Develop Bus 18 and LPTIP Bus Delivery Board into effective, strong customer focussed partnerships Scope out how the Joint Venture Company for ticketing can be developed into a means by which WYCA and operators share the cost of providing public transport infrastructure, information and ticketing products 	<p>Led by Director, HoS and Service Development Manager</p>
<p>Coordinating WYCA operational plans and liaison with bus operators to meet emerging local and national Air Quality requirements and Clean Air Zones</p>	<p>Led by Director, HoS and with input from other Directorates</p>

Budget and Resources

2017/18 Revenue Budget	Expenditure	£127.300m
	Income	(£44.969m)
	Net	£82.331m
2018/19 Revenue Budget	Expenditure	£129.756m
	Income	(£47.115m)
	Net	£82.641m
Net Revenue Budget change between years		£0.310m
Financial Target(s) 2018/19		TBC
2018/19 FTE		194.7

POLICY, STRATEGY & COMMUNICATIONS DIRECTORATE

Leading thinking, securing funding

To develop a leading, inclusive Industrial Strategy, a radically new economic policy framework for Leeds City Region; a new vision for the kind of place we want the City Region to be, and use this as part of our pitch for securing a devolution deal that covers the City Region; and to agree a long term funding settlement with Government

2018/19 Priorities	Resource Lead
POLICY, STRATEGY & RESEARCH	
<p>Strengthen our local powers and secure investment to maintain and enhance the CA's investment in the region (currently c.150m a year)</p> <ul style="list-style-type: none"> • Continue to make the case for an ambitious devolution deal. • Develop proposals for future local growth funding. • Be "bid ready" for opportunities that arise from Government where they support our priorities. • Deliver the current ESIF programme and influence the design and implementation of the successor national programme (shared prosperity fund). 	<p>Core function of all roles – all policy team input led by Director. With specific input on devolution and on future funding.</p> <p>Support from Delivery and Economic Services and in demonstrating the case for investing here through case studies</p>
<p>Development of a single, bold Local Inclusive Industrial Strategy</p>	<p>Led by HoS supported by policy managers and policy officers</p>
<p>Support Private Sector Growth through proposals to enhance the region's digital and innovation capabilities and through a focus on improving skills.</p> <ul style="list-style-type: none"> • Explore ways to lever private sector-led collaboration and mutual improvement to raise the productivity of firms • Develop a City Region wide digital framework recognising the importance of the development of a digital and technology strategy for the region • Develop proposals for an ambitious retraining programme • Develop the case for further enhancement of the Combined Authority's engagement with the education system 	<p>Led by HoS with input from policy managers/officers and input from Economic Services</p>
<p>Deliver improvements to Place to deliver inclusive and clean growth</p> <ul style="list-style-type: none"> • A web-based map product to transform our ability to align investments and use it to support identification of the pipeline of projects. • Deliver the EZ Programme to Outline Business Case stage • Support development and, as needed, the delivery of an LCR Housing Deal • Identify and develop opportunities from the Government's Clean Growth Strategy to the region's economy. • Support the move to cleaner air through cleaner buses 	<p>Led by HoS with input from policy managers/officers and input from Delivery on business case development and challenge of policy agenda.</p>

<ul style="list-style-type: none"> • Deliver the Energy Accelerator • Secure developer contributions for public transport from new developments 	
<p>Develop policies to transform our City Region connectivity</p> <ul style="list-style-type: none"> • Translate the LCR Connectivity Strategy into defined inclusive growth corridor plans. • Shape the development of Leeds Station, High Speed Two Northern Powerhouse Rail, Calder Valley improvements, Transpennine Route Upgrade and East Coast Mainline. • Influence and shape the regional and national rail policy and work with operators on the operational performance of the current franchises. • Develop and establish a new WYCA rail plan • Develop the policies within the Transport Strategy into actions • Support the delivery of the Leeds Public Transport Investment Programme • Support Transport Operations with their transformational programme including a review of tendered services and how ‘mobility as a service’ could support our objectives. • Develop Local Cycling and Walking Infrastructure plans. • Influence Highways England’s Road Investment Strategy • Shape Transport for the North’s investment programme. • Develop proposals for four new rail stations to OBC 	<p>Led by HoS with input from policy managers/officers and input from Delivery on business case development and challenge of policy agenda.</p>
<p>Develop a research programme to support our evidence-based decisions</p>	<p>Led by Research and Intelligence</p>
<p>Develop our approach to appraisal.</p> <ul style="list-style-type: none"> • Directly shape government business case guidance including the evolution of Webtag • Lead the economic appraisal and monitoring & evaluation of the West Yorkshire Transport Fund and support to appraisal of ESIF and ERDF 	<p>Led by Research and Intelligence</p>
<p>Provide a range of intelligence services to city region partners</p> <ul style="list-style-type: none"> • Develop an intelligence product portfolio • Build a research and economics function with the capacity and capability to undertake pan city region work • Drive improvements in data capture to inform service improvements and development an “Open Data” Strategy. 	<p>Led by Research and Intelligence</p>
<p>Provide evidence for policy-making</p> <ul style="list-style-type: none"> • New research mapping key LCR supply chains and their relationships to support development of the LIIS and ongoing Brexit Impact Assessment. • New primary research into firm characteristics and business culture • Finalise the HS2 Growth Strategy 	<p>Led by Research and Intelligence</p>
<p>Provide business case intelligence and scrutiny for projects through delivery</p>	<p>Led by Research and Intelligence</p>

<ul style="list-style-type: none"> • Market intelligence for route development to support bus operators in the development of the bus network. • SMART card transactional analysis • LPTIP Monitoring and Evaluation framework • Development of the CA's GIS tools to support project and program monitoring (within the context of formally agreed GIS strategy for the CA). • Impact assessment of the Growth Service, the LEP Capital Grants Programme, the Travel Plan Network, the large capital grant applications (over £100K). • Development of LCR Labour market information • Impact of Northern Powerhouse Rail, rail policy and CA interventions in the bus industry. 	
<p>COMMUNICATIONS, ENGAGEMENT & MARKETING</p>	
<p>Market services and delivery of CAs, initiatives and programmes</p> <ul style="list-style-type: none"> • Communications and Engagement support across all major programmes – Provide Agency value (over £1m) worth of advice and delivery. Providing a link between communities of interest and decision making internally and with partners. • Market Employment & Skills offerings delivering higher take up rates than comparable regions in the UK. • Market Leeds City region as the Digital centre of the UK driving increases in trade & inward investment opportunities. • Market Economic Services through the 'Growth Service' (14 different groups of offerings) and 'Invest Leeds City Region'. Target 66% in next 3 years from base of which is an agency value of over £0.5m worth of advice & delivery. • Market Transport Services and TravelCard offerings. Agency value (over £1m) worth of advice and delivery. • Policy & Strategy reports and analysis amplification – (over £0.3m) worth of advice & delivery. • Amplify the achievements of the CA and partners in delivering large scale transformative infrastructure projects establishing credibility with funders. • Establishment of single overarching place based narrative for the region. • Promotion, engagement and marketing of cycling and active travel and the required infrastructure 	<p>Head of Involvement, Communications & Engagement formerly Head of Communications</p> <p>Heads of Corporate Communications & Engagement</p> <p>Head of Marketing</p> <p>Marketing Team Design Team Corporate Communications Market Research CCAG team</p>
<p>Create a full service Digital engagement, marketing and communications function delivering efficient and valued engagement channels</p> <ul style="list-style-type: none"> • A single web presence £0.3m Investment to save £0.3m per annum. • A social media strategy delivered through fewer channels in a more targeted and measurable way. Double followers & Treble engagement scores. Cost of PR/Consultation transaction to be reduced by 50%. • Establish a modern intranet platform that enables true partnership working across WYCA/LEP but also across district partners and external third parties. Cost savings target £100k p.a. 	<p>Head of Involvement, Communications & Engagement – formerly Head of Communications</p> <p>Head of Digital</p> <p>Head of Marketing</p> <p>Digital Team Design Team</p>

<ul style="list-style-type: none"> • Create ICT / Communications strategy working group with savings target on planned expenditure equal to £250k p.a. • Establish a central and available Consultation & Engagement team offering advice and services to all partners and programmes to the value of £0.5m via Engagement Hub. 	
<p>Create a strategic communications and external affairs function promoting inclusive growth measures, policy choices & the region</p> <ul style="list-style-type: none"> • Overall Advertising Value Estimate measure target 2018/19 of £5m (2015/16 = £1m). • Establish real awareness and sense of presence in Whitehall & Westminster with MP partners and Officials. Devise and measure a metric. In addition minimum of 3 Westminster/London events a year and build a team WY/LCR/Yorkshire amongst MPs. • In region partnerships built upon and value delivered e.g. Welcome to Yorkshire, YEN, National Parks, IoD, CBI, Chambers, FSB, NPP and many more. Devise measure for value. • Establish an ongoing partnership programme with districts and other key delivery partners • Devolution – establish the support for and create conditions for a deal on a preferred geography with required powers. 	<p>Head of Involvement, Communications & Engagement– formerly Head of Communications</p> <p>Heads of Corporate Communications & Engagement</p> <p>Head of External Affairs</p> <p>External Affairs Team Design Team Corporate Communications</p>
<p>Use internal communications to embed the organisation’s values & Enable Transformation</p> <ul style="list-style-type: none"> • Establish a professional, high value, service orientated values driven culture across the organisation. • Support and enable transformation programmes with internal communications, channel shift, external engagement assistance. Working with all Directorates especially Transport Services and Resources Directorates. 	<p>Head of Involvement, Communications & Engagement formerly Head of Communications</p> <p>Heads of Corporate Communications & Engagement</p> <p>Corporate Communications</p>

Budget and Resources			
2017/18 Revenue Budget	Expenditure		£3.597m
	Income		(£0.134m)
	Net		£3.463m
2018/19 Revenue Budget	Expenditure		£6.046m
	Income		(£0.461m)
	Net		£5.585m
Net Revenue Budget change between years			£2.122m
Financial Target(s) 2018/19			TBC
2018/19 FTE			101.81

RESOURCES DIRECTORATE

Enabling the right solution

To transform our processes and support for the organisation around a business partner model ensuring that we have our own house in order as a champion for Inclusive Growth. We need to ensure high value for money, given the financial pressures we and our partners face.

2018/19 Priorities	Resource Lead
Embedding a new structure for Finance to enable more strategic focus and updating key processes to better meet customer needs and maximise efficiencies. Achieving a balanced financial outturn at year end, achieving 100% statutory compliance and paying all undisputed invoices within 30 days.	Finance Team
Embed the new procurement team and implement the procurement strategy with a specific focus on further embedding social value principles into procurement practices, ensuring there are no successful legal challenges to procurement decisions and on devising an efficiency savings programme for revenue budgets with a target of delivering 5 savings initiatives	Procurement Team
Embedding the new OD structure for the Legal Team and introducing new working practices to enable a greater customer focus. Fully implementing the GDPR action plan and new processes to ensure ongoing statutory compliance, including meeting 100% of FOI/EIR deadlines	Legal Team
Develop new process for delegations and more streamlined decision making across officers and committees, while ensuring 100% compliance with statutory requirements regarding committee agenda publication.	Governance Team
Implement year 1 of the Corporate Technology Strategy - including developing a customer service management system (ITIL), defining a flexible working technology strategy, security and compliance enhancements and review of mobile equipment. Ensuring that the core network and Microsoft cloud services are available for at least 99% of the time and limiting non-critical open service desk request to 100 or below	ICT Team
Embedding the new HR structure and implementing the new HR strategy, moving to a model of more strategic focus and greater efficiency.	HR Team
Updating and implementing new HR policies/strategies including the workforce development strategy and diversity strategy and initiatives to support the organisation in delivering STEM activities. Working with	HR Team

managers across the organisation to ensure that average recruitment times do not exceed 30 days, sickness absence does not exceed 6 days per annum and to achieve 11 apprentices in post across the organisation	
Implement year 1 of the 5 Year Health and Safety strategy and continue training of senior managers in Managing Safely	Health and Safety Team
Coordinate the delivery of the Phase 2 One Organisation programme to drive organisational change and further work to embed new risk and performance management processes across the organisation	Corporate Planning and Performance team
Carry out a programme of independent internal Audit reviews to enable an opinion on control environment and risk management arrangements, and to drive continuous improvement. Achieve at least 80% positive feedback through client feedback questionnaires	Internal Audit team
Moving to a partnering model across all Resources teams and embedding a customer service culture suited to the specific needs of the organisation	Led by Director with all teams
Updating corporate systems and processes to include the specification /implementation of new systems for Finance, budgeting, payroll, HR, procurement.	All teams
Improve transparency across data and information for all Resources functions	All teams
Driving culture change through embedding our values and behaviours in all of our corporate functions and rolling these out across the organisation	All teams
Ensuring statutory compliance across all Resources functions	All teams

Budget and Resources

2017/18 Revenue Budget	Expenditure	£14.629m
	Income	(£98.184m)
	Net	(£83.555m)
2018/19 Revenue Budget	Expenditure	£13.277
	Income	(£100.018m)
	Net	(£86.741m)
Net Revenue Budget change between years		(£3.186m)
Financial Target(s) 2018/19		TBC
2018/19 FTE		75.4

WYCA Summary - 2017/18 to 2018/19 (and 2019/20 - 2020/21)

	2017/18	2018/19					2019/20	2020/21
	Forecast	Salary & Pay Related	Salary Recovery	Other Expenditure	Other Income	Total	Total	
	Total	£	£	£	£	£	£	
Transport Services								
Subsidised Services	19,181,000	0	0	27,397,250	(8,710,000)	18,687,250	17,345,421	15,858,857
Bus Station & Services	4,917,328	3,649,676	0	6,349,153	(5,654,284)	4,344,546	4,417,539	4,491,993
Concessions + Integrated Ticketing	55,755,478	0	0	56,270,200	0	56,270,200	57,676,955	59,118,879
Prepaid Tickets Income	0	0	0	31,500,000	(31,500,000)	0	0	0
Passenger Information	1,303,055	1,478,349	0	323,024	(617,993)	1,183,380	1,212,947	1,243,105
Travel Centres	498,516	568,798	0	40,340	(80,000)	529,138	540,514	552,117
Telematics	810,118	200,382	0	833,050	(226,000)	807,432	811,440	815,527
Transport Services	82,465,495	5,897,205	0	122,713,017	(46,788,277)	81,821,945	82,004,816	82,080,478
Delivery	(145,262)	3,401,966	(3,716,346)	86,200	0	(228,180)	(234,468)	(240,881)
Economic Services	1,356,314	2,832,465	(617,510)	5,798,573	(6,724,677)	1,288,852	1,333,151	1,378,336
Policy, Strategy & Communications	4,210,592	5,109,201	(272,596)	936,771	(188,000)	5,585,376	5,682,108	5,780,775
Resources	5,219,319	3,117,038	0	2,058,338	0	5,175,376	5,237,717	5,301,304
Corporate	7,292,512	630,952	(800,000)	9,118,287	(2,379,520)	6,569,719	6,453,155	6,880,810
Other Directorates	17,933,475	15,091,622	(5,406,452)	17,998,169	(9,292,197)	18,391,143	18,471,663	19,100,344
Capitalisation	(1,000,000)	0	(1,500,000)	0	0	(1,500,000)	(1,530,000)	(1,560,600)
Enterprise Zone Receipts	(712,000)	0	0	0	(1,968,000)	(1,968,000)	(3,804,000)	(6,525,000)
Transport Levy	(95,198,000)	0	0	0	(94,198,000)	(94,198,000)	(93,198,000)	(92,198,000)
Other	(96,910,000)	20,988,827	(6,906,452)	140,711,186	(152,246,473)	(97,666,000)	(98,532,000)	(100,283,600)
Further Resources Required	3,488,971					2,547,088	1,944,479	897,222
Savings, income, other targeted actions	0					(1,000,000)	(1,000,000)	(897,222)
Transfer from Reserves	(3,488,971)					(1,547,088)	(944,479)	0
Balanced Budget	0					0	0	0

	Balance at 31/3/17	2017/18	2018/19	2019/20	2020/21	Balance at 31/3/21
	£	£	£	£	£	£
Available Reserves						
General Reserve	(7,102,000)	3,488,971	0	0	0	(3,613,029)
Transport Fund Reserve	(7,751,000)		1,547,088	944,479	0	(5,259,434)
Total	(14,853,000)	3,488,971	1,547,088	944,479	0	(8,872,463)

Capital Budget

CAPITAL FUNDING	2017/18 £000
Local Growth Fund	72,228
Local Growth Fund C/Fwd	73,160
Leeds Public Transport Investment Programme	21,000
Local Transport Plan Integrated Transport	13,104
Local Transport Plan Integrated Transport C/Fwd	780
Highways Maintenance Block	25,971
Highways Maintenance Incentive Funding	2,432
Pothole Action Fund	2,230
National Productivity Investment fund	6,925
DfT Cycle City Ambition Fund	14,641
West Yorkshire Cycling and Walking Fund	1,500
Ultra Low Emission Vehicles	495
European Regional Development Fund	2,968
Broadband UK	2,968
Growing Places Fund	3,740
Capital Receipts	600
Carry forward from prior year	
WY+TF Borrowing	0
TOTAL	244,742

2018/19 £000	2019/20 £000	TOTAL £000
74,349	73,510	220,087
0	0	73,160
48,700	49,100	118,800
13,104	13,104	39,312
0	0	780
23,507	23,507	72,985
4,896	4,896	12,224
		2,230
		6,925
0	0	14,641
		1,500
495	990	1,980
1,823		4,791
1,823		4,791
4,426	4,929	13,095
		600
54,013	7,031	
	32,208	32,208
227,136	209,275	620,109

CAPITAL EXPENDITURE	2017/18 £000
Growth Deal	100,150
Leeds Public Transport Investment Programme	21,000
Local Transport Plan Integrated Transport	13,100
Ultra Low Emissions Vehicles	180
Highways Maintenance Block	25,970
Highways Maintenance Incentive Funding	2,432
Pothole Action Fund	2,230
National Productivity Incentive Fund	6,925
DfT Cycle City Ambition Fund	10,547
West Yorkshire Cycling and Walking Fund	1,019
WY Broadband Programme	5,936
Growing Places Fund	800
WYCA internal projects	440
TOTAL	190,729

2018/19 £000	2019/20 £000	TOTAL £000
112,000	114,140	326,290
48,700	49,100	118,800
13,104	13,104	39,308
1,027	1,028	2,235
23,507	23,507	72,984
4,896	4,896	12,224
0	0	2,230
0	0	6,925
4,094	0	14,641
481	0	1,500
3,646	0	9,582
4,550	2,000	7,350
4,100	1,500	6,040
220,105	209,275	620,109