

2018/19 Corporate Plan – draft copy (JG/ v.1)

Contents

[To add]

Foreword

A region brimming with confidence and opportunity

Cllr Susan Hinchcliffe – Chair, West Yorkshire Combined Authority

[Insert head and shoulders pic]

Ours is a region brimming with confidence and opportunity.

The achievements of the past year and more have put us in a great place to realise the strong, successful and socially inclusive economy that is the ultimate goal of political and business leaders in our region.

Over the past 12 months, our region has been named the top destination in the North for overseas investment – attracting global brands including Burberry, Perform Group and Sky to locate and create jobs here – and the only northern region to show growth in international trade. We've seen the fastest private sector growth in the country, and are earning a global reputation for our business strengths in leading-edge sectors including digital, tech and finance.

As the backbone of our economy, our people remain our strongest asset and inclusive growth our greatest priority. With the fastest growing young population in the country we are developing a talented, home-grown workforce for the future, which is attracting businesses and other talented workers who want to be part of what we're creating.

Our thriving cultural scene – which last year saw The Hepworth gallery in Wakefield crowned museum of the year and the spectacular Piece Hall in Halifax reopen on a Yorkshire Day to remember – has helped make our region one of the top visitor destinations in the world and is central to the quality of life for which we are rightly renowned.

And, as an economy that laid down some of the first railway infrastructure in the country, we're now building the road, rail and sustainable transport infrastructure for the future through our £1 billion Transport Fund and influence through bodies such as Transport for the North.

These successes are all built on a firm foundation of partnership working between the public and private sectors. As the organisation at the heart of these partnerships, our Combined Authority's aim this year is to build on the momentum we have already generated, continuing to deliver multi-million pound transport and economic regeneration schemes that will bring significant benefits to local people, while also working towards a devolution deal that will enable us to make our region an even more amazing place to live and work.

Ben Still – Managing Director, West Yorkshire Combined Authority

Our organisation is having a positive impact on our region and the achievements set out in this Corporate Plan are testament to the difference that we and our partners are making to communities and people's lives.

That said, our region – like the UK as a whole – is going through a period of great change, and as the driving force behind local partners' efforts to grow the economy faster and for the benefit of all, we need to be in the best possible place to respond positively to the challenges and opportunities ahead.

This is why the continual transformation of our organisation has been central to our work over the past year, and will continue to be a top priority over the coming year.

Over the past 18 months we have completely restructured the organisation, placing a firm emphasis on transparency, accountability and delivery, focused on results and value for money. This job is well begun, but with more to do to this year to ensure our organisation is fully "mayor ready" for when our political leaders reach an agreement with government for a transformative devolution deal for the region, at whatever scale.

Supporting politicians' efforts to secure this deal will be central to our work. We will save money by transforming our approach to public transport services. We will develop policy across our partnership of 10 councils that promotes economic success focused on enabling the widest range of people and places to benefit from this prosperity. We have an exciting and challenging year ahead!

Introduction

Our 2018/19 Corporate Plan

In this plan, we set out what we've achieved over the past year and what we plan to do over the coming 12 months to continue making lives better in Leeds City Region.

Our vision

We work in partnership with local councils and business working to ensure everyone in our region benefits from a strong, successful economy and a modern, accessible transport network.

By harnessing the combined efforts of local councils and businesses, our vision is to make Leeds City Region known globally as a place where everyone can build great businesses, careers and lives, supported by world-class transport, housing and digital connections.

[Inset image: Leeds City Region map. Caption: "The majority of our work benefits the 10 local authority areas known collectively as Leeds City Region"]

How we achieve this

We champion our region's interests nationally and internationally to secure government and other investment to drive the region forward. We are currently investing around £2 billion to deliver better transport and housing, regenerate our towns and cities and protect our environment.

We also help businesses to grow and create skilled jobs, and provide support, funding and information to help people travel around the region easily and affordably on good quality public transport and cycleways.

[Inset box]:

What we do

We focus on the issues that it makes most sense to address collectively and in partnership across the city region:

- **Long-term policies and strategies** to transform the region, focusing on the things that will have the biggest impact on inclusive growth and productivity
- Giving more people in deprived communities **access to services and opportunities** so growth benefits everyone
- Bringing **new investment and decision-making powers** into the City Region to put our plans into action
- Providing a **strong, collective voice** for the City Region nationally and internationally
- Delivering transport and other **major infrastructure schemes** that create jobs and economic opportunity for all
- Providing transport and economic services that connect people to jobs and business opportunities and **improve quality of life** in the City Region

Powerful partnerships

Partnership is fundamental to everything we do. We work closely with councils across the region to ensure our policies, services and capital infrastructure projects meet the needs of communities and help deliver local priorities.

We also work closely with the private sector through **the Leeds City Region Enterprise Partnership** (LEP) to develop, shape and deliver policies that meet the needs of employers in the region. We operate **the Metro network** of bus stations, travel centres and public transport information in West Yorkshire.

[pull quote: "Everything we've achieved together has been in partnership, with the public and private sectors working together to a common end." – Tom Riordan, Chief Executive of Leeds City Council, speaking in a film we produced this year to promote the strengths of Leeds City Region to the world]

[Image – still of Tom from the film]

2. The difference we're making

In the past four years since the Combined Authority was established we've started to make a big difference to our region's economy, working in partnership with local councils and the LEP.

[Pull quote: "Thanks to our work over the past year and more, our record-breaking Growth Deal with Government is now having a real positive impact on local communities, businesses and people. We've invested £400m so far in new roads, rail stations, world-class college facilities and regeneration schemes. Looking ahead, we must continue to strive and work towards delivering a globally significant economy that's not only important to Leeds City Region, but also to the North and the nation." – Roger Marsh OBE – Chair, Leeds City Region Enterprise Partnership (LEP)]

[Image: Kirklees, something new is coming your way hoarding]

2017/18 highlights

How we've performed against our headline key performance indicators (KPIs) for last year:

[Inset box – info to follow]

The 2017/18 Corporate Plan set out 23 key performance indicators to measure progress against our priorities. A full year end position on these will be compiled following final measurement and data collection after the close of the 2017/18 financial year. A mid-quarter four position on progress against these priorities is due to be reported to the Combined Authority at their meeting of 5 April.

In the past year alone, working with our partners, we have:

Made our economy stronger by helping businesses grow and attracting new investment: [Icon: graph showing upward growth]

- **2,200** businesses supported to grow and become more productive through our LEP Growth Service in partnership with our local authorities.
- **£6.5 million** worth of grants provided to help over 200 small and medium-sized enterprises (SMEs) grow and create jobs
- **#1** location in the North for overseas investment, supported by the role our Trade and Investment team has played in attracting new companies such as Burberry to the region
- **430** enquiries from overseas investors received as a direct result of Leeds City Region's presence at the MIPIM global property conference in recent years – supported by us and majority funded by the private sector
- **#4sparks** – our campaign to persuade Channel 4 to come to Leeds City Region

- **2** new incubation and innovation centres started on site – the Nexus innovation centre at the University of Leeds and the Huddersfield Innovation and Incubation Project – to help businesses innovate and grow

[Mini case studies:

- **Powering future growth in Wakefield:** OE Electrics, a manufacturer and distributor of electrical equipment, has doubled the size of its operations in Wakefield thanks to support from the LEP and Combined Authority, leading to the creation of 144 local jobs.
- **Attracting global businesses:** Global fashion brand, Burberry, opened its new office in Leeds last October following support from the LEP, Combined Authority and partners, bringing more than 400 jobs and strengthening the company's ties with Leeds and Yorkshire.]

[Pull quote: "Opening an office in Leeds reinforces our commitment to the UK and to Yorkshire, home of our iconic trench coat." – Former Burberry Director, Christopher Bailey (originally from Halifax), announcing Burberry's move to Leeds]

[Images: OE Electrics or generic manufacturing image showing people at work; Burberry with pull quote overlaid]

Invested in our future workforce: [icon: people]

- **4** new, state-of-the-art college facilities opened thanks to our Growth Deal funding: the Northern Dental Education Centre (NORDEC) in Bradford, the Advanced Skills and Innovation Centre at Wakefield College, a new apprenticeship training centre at Selby and the new Printworks campus at Leeds City College.
- **3** further college developments started on site, including the Dewsbury Learning Quarter in Kirklees, Leeds College of Building and Leeds City College's Quarry Hill campus
- **16,800** interactions between employers and young people in school organised this year as a result of our **Enterprise Adviser programme**
- **4,000** apprenticeship opportunities across the city region created for 16-24 year olds from our apprenticeship grant for employers over the past two years

[Mini case study:

- **Training the next generation of dentists:** NORDEC, the Northern Dental Education Centre, opened at Bradford College last September thanks to Growth Deal investment. It is set to train 1,000 dental health professionals in the next four years.]

[Images – NORDEC opening with Cllr H and Roger M, young people]

Connecting people to jobs, education and opportunity: [icon: person, bus, bike]

- **£18 million** investment in providing vital bus links for communities across West Yorkshire that wouldn't otherwise have had a bus services
- **640** people have benefitted from funded cycling training for commuters, employers, jobseekers and apprentices
- **£56 million** invested in providing affordable bus travel for young people and people over retirement age
- **200,000** people now travel around the region using our MCard smartcard every week, and this year we've made it even easier to use with a new android app and self-service ticket machines in bus and train stations
- **£1 million** invested in measures to speed up buses at congestion hotspots across West Yorkshire thanks to our Bus18 partnership with bus operators. Following feedback from young people, we have also removed the need for school pupils to show a half fare pass if they're wearing their school uniform
- **100,000** people used our Metro-branded bus stations daily
- Our **access buses** help older and disabled people live more independent lives

[Mini case studies:

- **Connecting communities:** Our tendered bus services have continued to provide a lifeline for communities over the past year. A minibus service introduced by the Combined Authority has helped communities in Knottingley to access local shops and services in Pontefract
- **Supporting budding cyclists:** Over 2,000 school children have had support from learning to ride to getting the confidence to cycle to secondary school through our CityConnect initiative encouraging more people to travel by bike or on foot]

[Images: bus image, M-card ticket machines, school children cycling]

[Pull quote: ““**Getting on the bike again felt like being free again, it opens up new horizons for me. I like being on the bike as I can go anywhere at my own pace, you save on bus fares as you can just jump on a bike.**” Stephanie from Batley, a recipient of a bike through our CityConnect Cycles initiative to enable her to travel to work]

Improved our transport network: [icon: train]

- **2,500** new homes are set to be built in Wakefield thanks to our Transport Fund investment in the Wakefield Eastern Relief Road which opened last June
- **£10.9 million** invested in building Low Moor station in Bradford – the third new train station we've opened in West Yorkshire in 16 months, improving links between Bradford, Halifax, Leeds, York and Manchester

- **#1** in the Northern Transport awards for three of our transport projects: Kirkstall Forge train station in Leeds, the Beacons ticketless bus travel scheme which won the “excellence in technology” award and, with Leeds and Bradford Councils - the CityConnect Cycle Superhighway – the longest segregated cycleway in the country, linking these two major Yorkshire cities
- **£173.5 million** secured from the Department of Transport in partnership with Leeds City Council for the #ConnectingLeeds programme which will transform the city’s bus service, expand Park and Ride provision and develop proposals for three new train stations
- **20,000** new jobs set to be created in Leeds City Region as a result of HS2. We’ve continued to lobby for increased investment in our region’s transport network over the past year through our participation in Transport for the North, ensuring stops in Bradford, Leeds and York were included in plans for the new high-speed Northern Powerhouse Rail line when they were published in February
- **2** new strategies adopted setting out how we will work with partners to improve our overall transport network and our bus system, especially between now and 2040. This is alongside a new masterplan for Leeds station in preparation for HS2 arriving, and an overall HS2 Growth Strategy setting out how we and our partners will maximise the benefits of high-speed rail for local people and communities.

[Mini case study: The route to new homes and employment in Wakefield: the Wakefield Eastern Relief Road was the first project funded by our £1bn Transport Fund to be completed in June 2017. It provides a new link between key housing and employment sites, and has opened up access for 2,500 new homes in the city.

[Images: WERR?, CycleSuperhighway, Low Moor, people on bus, York station, Huddersfield bike shed]

Improved air quality and protected our environment: [icon: wind turbine]

- **10,000** car journeys per week taken out of Leeds city centre following the opening of the new Temple Green Park and Ride last summer – our third park and ride delivered in partnership with Leeds City Council
- **£23.5 million** investment made in new, low-emission buses by bus operators, Arriva and First West Yorkshire, thanks to our Bus18 partnership
- **£3 million** Growth Deal investment made in new flood defences in Leeds city centre
- **500,000** cups of tea = the equivalent energy saved by businesses benefitting from reduced energy bills thanks to the LEP’s Resource Efficiency Fund
- **£2.9 million** Growth Deal funding invested in tackling fuel poverty across Leeds City Region

- **600** households benefitted from reduced energy bills thanks to improvements made through the Better Homes Yorkshire programme

[Mini case studies: Temple Green Park and Ride; REF business]

[Images: Hebden Bridge, P&R, REF business, Bus18?]

Secured extra funding and powers for our region

- **£320,000** secured for a sixth phase of our One Public Estate programme to develop housing and social care projects in Dewsbury, Halifax and Harrogate
- **£660,000** secured from the Government's Land Release Fund to bring forward new housing on smaller, council-owned sites
- **£1 million** secured as a result of a successful submission to Government ahead of the Budget, enabling us to continue supporting businesses through the LEP Growth Service until 2020
- **£4.2 million** secured to retrofit buses in West Yorkshire to reduce emissions and improve air quality

Making our organisation fit for the future

Over the past two years we have been transforming our organisation to ensure it is in the best possible place to deliver the investment for which we are now responsible and be "mayor ready" ahead of any devolution deal to the region. This organisational transformation will continue to be a priority for us during the coming year and beyond.

The changes we have made already include:

- Bringing three former separate bodies – the passenger transport body, Metro, the LEP team and the region's inward investment and marketing teams – into a **single, completely restructured and streamlined organisation** supporting both the LEP Board and the Combined Authority
- **Strengthening governance and accountability** so that all of our committees now meet in public – including webcasting our Combined Authority meetings, taking measures to make the LEP the most transparent local enterprise partnership in the country and taking proactive measures to respond to Government's review of local enterprise partnerships nationally
- **Introducing new values and behaviours** with our employees to ensure we are even more focused on results, accountability, being easy to do business with and working together in partnership
- **Learning lessons from the past** – and continually striving to improve
- Ensuring all projects and decisions are supported by a **robust business case**.

- Creating our portfolio management office (PMO) to put in place a robust approach to ensuring the **right projects are delivered on time and on budget**, and support our partners to bring forward good quality schemes for funding
- **Improving our processes and systems** to help us take informed decisions in the most efficient way, and tackling past capital underinvestment
- **Strengthening our relationships with our partners**, including meeting face to face with local council groups in West Yorkshire and York and launching a monthly eNews for partners, so that we can do more together more effectively on behalf of the region
- Introducing a **new brand identity** for our organisation to save money and make it easier for our partners and the public to understand what we do

3. What's coming next?

Meeting the challenges and opportunities ahead...

An important focus of our work over the next year and beyond will be to ensure we are prioritising the right issues to enable our region to meet the opportunities and challenges of the coming years head-on.

Our long-term priorities:

- **Boosting productivity:** closing the gap between Leeds City Region's productivity rate and the UK average could add £10 billion to our economy, creating thousands more skilled jobs. We will focus on boosting business productivity, innovation and growth – particularly in fast-growing sectors such as tech – to drive up economic growth and living standards.
- **Enabling inclusive growth:** as economies globally look to tackle inequality, we aim to be a leader in promoting inclusive economic growth that benefits everyone. Alongside this, we will continue our efforts to improve air quality and minimise the impact of climate change on communities and businesses.
- **Delivering 21st Century transport:** we will ensure that major transport schemes such as HS2, Northern Powerhouse Rail and improvements to the Trans-Pennine and East Coast main lines are delivered and benefit all parts of our region. We will transform how we deliver publicly supported transport for people in the city region.
- **Devolution:** we will continue to support local politicians' efforts to secure a devolution deal that ensures our region can continue investing in those issues that make people's lives better. We will also continue our efforts to attract government and business investment to the region, including a significant share of the UK Prosperity Fund to replace European funding.
- **Delivery** – we will continue to deliver our £1bn Growth Deal and £1bn Transport Fund, ensuring the right projects are delivered on time and on budget. We will also continue to modernise our organisation, ensuring we're in the best possible place to respond to the opportunity of devolution and saving money through innovative new approaches to delivering services.

Our plans for 2018/19 at a glance

Supporting businesses to grow and attracting investment [icon: growth]

Over the coming year, working with our partners, we will:

- Support a further **3,650 businesses** in our region to grow and become more productive
- Help create **500 jobs** through our support for businesses
- Attract new global investors to the region with the aim of creating **1,500 new jobs** for local people
- Establish a team to **manage relationships with at least 120 internationally owned firms** already within the region, and work with them to secure new investment and jobs
- Promote Leeds City Region's strengths in the key sectors of advanced manufacturing, digital, healthcare and financial and professional services, securing **180 meetings with investors**
- Inspire a further **100 companies to export** and a further 100 to increase their global trade
- Address skills shortages in key sectors by enabling **1,400 employees** of City Region businesses to improve their skills with support from our LEP Skills Service
- Boost the region's productivity rate by **supporting 70 businesses** to develop innovative new products and processes
- Produce a new Digital Framework for Leeds City Region, setting out plans to boost our region's fast-growing tech sector and make **every business a digital business**
- Support business innovation and productivity with the completion of two **new innovation and incubation facilities**: the Nexus innovation centre at the University of Leeds and the Huddersfield Innovation and Incubation Project

[Mini case study: Huddersfield Innovation and Incubation Project]

Connecting people to skills and jobs

Over the coming year, working with our partners, we will:

- Ensure our employment and skills programmes **promote inclusive growth** by supporting the progression of low paid workers and providing additional education and careers activities to less advantaged pupils
- Create **1,000 apprenticeship opportunities** through our advice and support for businesses
- **Work in close partnership with colleges** in the City Region to ensure that education and training provides the skills our economy and businesses need
- Provide **accessible transport services** for people with personalised travel needs through our AccessBus service, and help children with special educational needs travel safely between home and school
- Coordinate **home to school transport** on behalf of our partner councils

- **Expand the range of digital services** to help people find travel information and buy tickets online, while reducing paper-based services
- Enable people to travel around the region easily and affordably through our MCard – the **most extensive smartcard scheme outside London** – generating £30 million in ticket sales
- Expand the range of **travel discounts for younger people** through our concessionary fare scheme and close working with bus and rail operators
- Continue working in partnership with bus operators to **transform the quality, accessibility and responsiveness of bus services** in the region
- Enable over 6,000 people and businesses to see the health, environmental and economic benefits of cycling and walking through **cycling training and grants and other activity via our CityConnect programme**

[Pull quote: Cllr Wakefield – transformation of transport services]

[Mini case study: making it easier for young people to travel by bus]

Transforming our region's transport infrastructure

Over the coming year, working with our partners, we will:

- Deliver over **£70 million worth of transport infrastructure** schemes through our West Yorkshire-plus Transport Fund and other funding programmes
- Create more **world-class cycling infrastructure** enabling people to travel to work by bike including projects in York, Leeds, Bradford, Castleford and Wakefield, plus a scheme to open up cycle access to our region's canals
- Complete **major new road schemes** to reduce congestion on key commuter routes including Kirkgate in Wakefield and the A629 in Halifax
- Move **other key transport schemes** across West Yorkshire and York towards delivery by providing project management and transport planning expertise to local councils, enabling them to bring schemes forward for funding
- Oversee **multi-million pound improvements to transport hubs** in our towns and cities including Bradford Interchange, Halifax bus station, Castleford rail station gateway and New Station Street in Leeds.
- Start on site with the first phase of West Yorkshire's **ultra-low-emission vehicle (ULEV) taxis project** with the goal of making 5.1% of our region's taxis ULEVs by 2020
- Continue to **influence regional and national transport investment** programmes – including Transport for the North's and Highways England's investment programmes – in the interest of our area's transport priorities
- Shape the development of **key rail and bus improvements** including Northern Powerhouse Rail, the Transpennine route upgrade, Calder Valley improvements and East Coast Mainline
- Support the delivery of the **#ConnectingLeeds** programme, working with Leeds City Council to provide faster bus journeys, improved city centre and local transport interchanges and new Park and Ride sites
- Develop proposals for **four new rail stations** in West Yorkshire

[Mini case study: Halifax – A629]

Transforming our places through regeneration, housing and development

Over the coming year, working with our partners, we will:

- Enable **61 economic regeneration projects** worth £45 million to go ahead
- Complete **new world-class college facilities** at Kirklees College's Dewsbury Learning Quarter and Leeds College of Building, and continue supporting the construction of Leeds City College's Quarry Hill campus
- Support development of a **Leeds City Region Accelerating Housing Delivery** prospectus, working with our partner councils and housing developers to secure the funding and resources to build up to 13,000 new homes a year to meet housing demand and support economic growth in the City Region
- Enable **450 new homes** to be built through our grant and loan investment, including 200 homes on the New Bolton Woods and Beech Hill developments in Bradford
- Invest £2.2 million to tackle fuel poverty and enable around 1,000 households across Leeds City Region to save money on their energy bills
- Install **new superfast broadband** infrastructure to benefit more than 49,000 residents and businesses in West Yorkshire and York who don't yet have superfast broadband.
- Help **attract new business investment to York** by enabling 8,000 square metres of new commercial floorspace to be built at York Central and York Guildhall
- **Enterprise Zones** – set up a dedicated team to speed up the development and use of these sites in Leeds and along the M62 corridor.

[Pull quote: Cllr Box on investment in places]

[Mini case study: fuel poverty]

Creating a cleaner, greener environment

Over the coming year, working with our partners, we will:

- Help communities get access to **low cost, low carbon, locally generated energy** by investing £4 million of Growth Deal money in the Leeds district heat network – one of 16 commercially viable district heat schemes identified across Leeds City Region
- Enable 1,000 households to save money and **become more energy efficient** through the Better Homes Yorkshire programme
- Support 80 businesses across Leeds City Region to **save money on their energy bills** and improve their productivity in relation to use of water and waste through resource efficiency funding and advice
- Provide **sustainable travel advice and support** to businesses, recruiting a further 80 new businesses to our 360-strong Travel Plan Network

- **Improve air quality** by working with transport operators to provide cleaner buses, spending a £4.2 million government grant to upgrade the emissions standards of mid-life buses and taking advantage of opportunities test new fuel technologies. Supporting Leeds in plans for a low emissions zone.
- Produce a Leeds City Region Energy Strategy setting out how we will meet our region's energy needs and **generate clean energy**, and a Green/ Blue Infrastructure Delivery Plan for how we will use our region's natural assets to **protect against flooding**.

[Mini case study: flood prevention – Wyke Beck?]

Securing new powers and funding for our region

Over the coming year, working with our partners both in the city region and across Yorkshire, we will:

- Continue to support political leaders' case for an **ambitious devolution deal** for our region, over whatever geography, securing the powers and resources to maintain investment in the region
- Develop a single, bold Local Inclusive Industrial Strategy to drive growth and **boost productivity and earning power** in the region to 2030 and beyond
- Bid for a **significant share of funding opportunities** that arise from Government when they support our priorities – including future rounds of Growth Deal funding
- Continue to develop **long-term, evidence-led policies and secure funding** to transform our City Region's local, regional, national and international transport connections
- Provide a Brexit evidence base, and ensure our policies and programmes take full account of Brexit. Work hard to ensure city region **European funding** is fully allocated and play a key part in shaping the successor to EU funding through the UK Prosperity Fund.

[Pull quote: Cllr Blake on transport investment/ TfN]

4. Delivering our priorities

Continuing our transformation

We will continue our organisational transformation over the coming year, focusing particularly on:

- Making sure we are practicing what we preach by being a **champion for inclusive growth** in everything we do – including our approaches to procurement and HR and the way that we deliver our services
- Restructuring our corporate resources teams to better meet customers' needs and ensure **value for money** given the financial pressures we and our partners face
- Developing **new processes to enable decisions** by committees and officers to be taken in the most efficient way possible, while also ensuring we remain 100% compliant with our obligations as a public body

- Putting in place **new processes for risk and performance management** across the organisation
- Continuing to **drive culture change** by ensuring all parts of our organisation live and breathe our values and behaviours
- Ensuring our organisation is “**mayor ready**” and in the best possible place to respond to the opportunities of devolution for our region at whatever scale is agreed

Our governance and partnership

Our Combined Authority team supports the work of the Combined Authority itself and the Leeds City Region Enterprise Partnership (LEP) – one of 38 local enterprise partnerships nationally. These two boards inform everything we do and take decisions about our investment.

The Combined Authority is made up of elected politicians from the councils of Bradford, Calderdale, Kirklees, Leeds and Wakefield, plus York and the LEP Chair representing the views of business. All decisions relating to our investment – including decisions taken by the LEP Board – are approved at public meetings of the Combined Authority which take place six times a year.

The LEP Board, under a private sector chair, brings together business, council and university leaders – working with private sector businesses and industry bodies across the region – to ensure that our work meets the needs of employers in the region. Its remit covers the whole of Leeds City Region.

The Combined Authority and LEP Board are supported by a number of committees and advisory panels. All of our meetings are held in public and information, including reports and minutes of every meeting, are available on our website. See [insert link] for full details of our governance arrangements.

[insert map of Leeds City Region in context of wider Yorkshire and Humber region – Yorkshire shaded in pale turquoise, Leeds City Region to be shaded in mid teal, West Yorkshire and York in darker teal. Key: Leeds City Region – the geography covered by the LEP// West Yorkshire and York – the membership of the Combined Authority.]

Our organisational structure

Our officer team is organised into four directorates focusing on:

- **Policy, Strategy and Communications** – developing policies and strategies to transform the region, securing the investment to put those policies into action, and championing the region’s interests nationally and internationally
- **Delivery** – overseeing our multi-million pound programme of capital investment in transport improvements and economic regeneration, ensuring the right projects are delivered on time and on budget, and that the greatest possible benefits are realised for the region

- **Transport Services** – providing high-quality, responsive services to connect people to jobs and other economic opportunities, and running our Metro-branded network of bus stations, travel centres and public transport information
- **Economic Services** – supporting businesses to grow, attracting new companies to invest in the region, and supporting skills development to help people progress and prosper and businesses become more productive

These four directorates are supported by a **Resources** directorate, which ensures that our organisation takes decisions in an open, transparent way, spends money wisely, and develops a high-performing team.

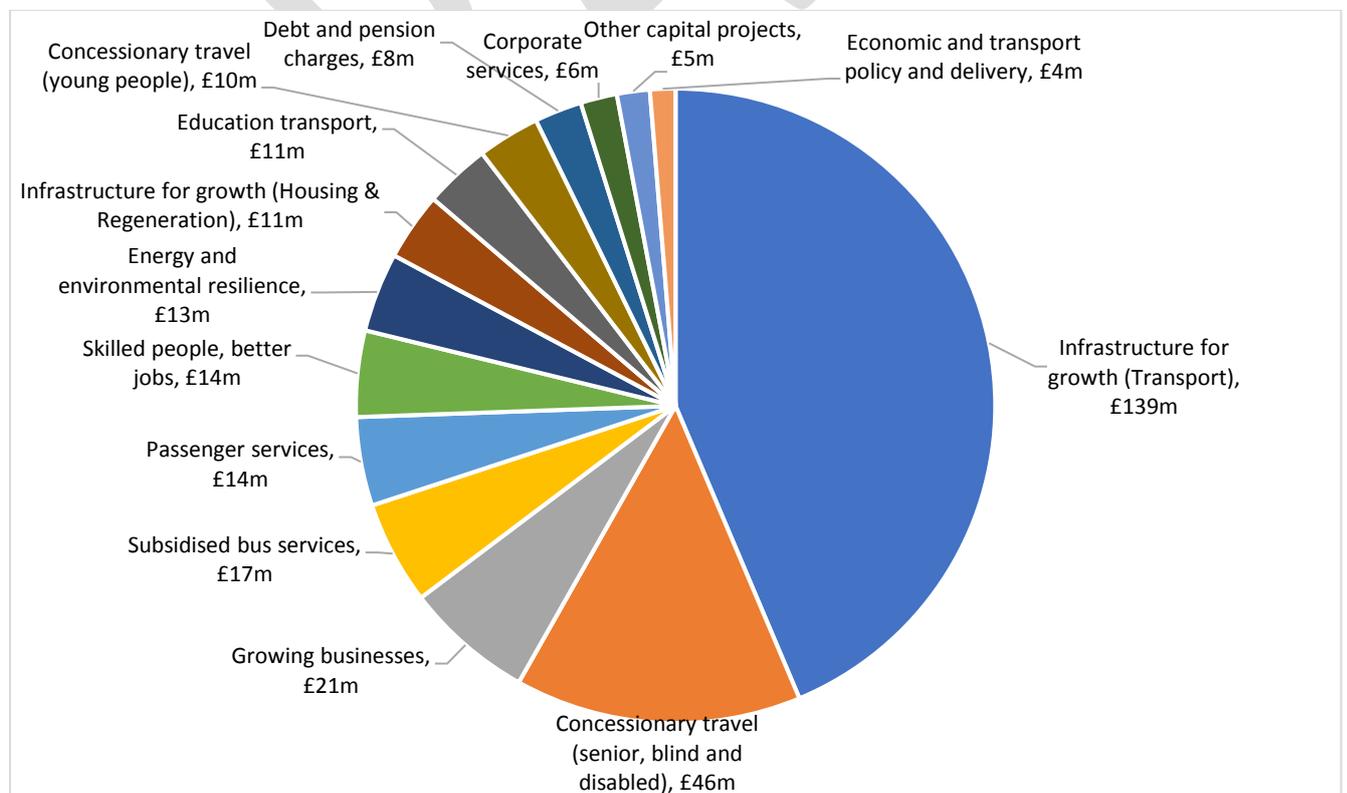
[Insert organogram illustrating the structure of the organisation with head and shoulders photos of the leadership team:

- Ben Still – Managing Director
- Liz Hunter – Interim Director of Policy and Strategy
- Melanie Corcoran – Director of Delivery
- Dave Pearson – Director of Transport Services
- Sue Cooke – Executive Head of Economic Services
- Angela Taylor – Director of Resources]

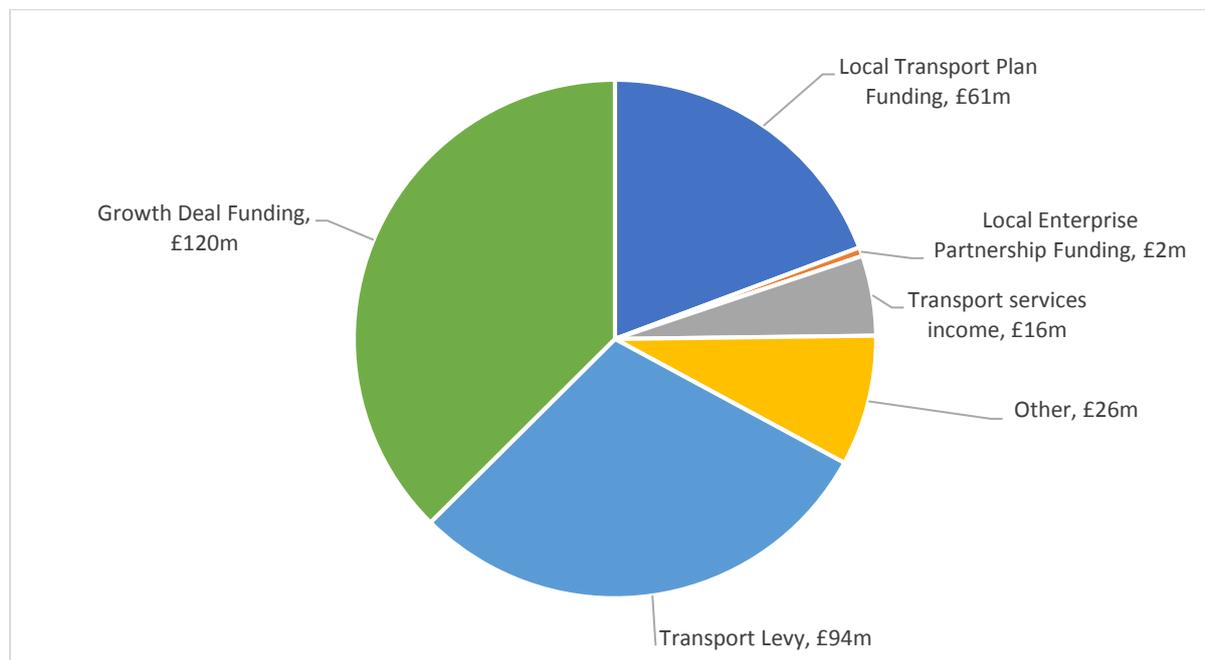
Where our funding comes from and how we spend it

[Design note: Pie chart labels to be better spaced in designed version]

Where are we spending in 2018/19 £m:



Where our funding comes from in 2018/19 £m:



As a public body we must ensure that our budget is balanced.

The majority of our revenue funding comes from the transport levy that West Yorkshire councils collect as part of their Council Tax and other transport funding. £46 million of this goes directly towards providing free travel for older people, which is a statutory obligation. The rest goes towards activities that we have determined as local priorities, including concessionary fares for young people, socially necessary bus services and travel information services.

Capital funding through the LEP Growth Deal, our West Yorkshire-plus Transport Fund and other, smaller investment grants that support our capital infrastructure programmes, including improvements to road, rail and cycleways, regeneration schemes, new college facilities and housing developments.

We also bring in government, European and private sector funding to support our economic services and support for businesses. Private sector sponsorship pays for an increasing amount of our trade and investment work to attract new companies to the region, and we generate income through our bus stations and sales of our MCard. Over the next three years we will make savings from these services in line with the reduced revenue funding available to our council partners.

Like all public bodies, we face financial pressures and consistently look for ways to save money – particularly in our corporate services.

What this funding delivers:

- More jobs for local people

- Small and medium-sized businesses supported to grow
- More businesses locating in the region
- More apprenticeships, education and training opportunities for young people
- Modern, accessible transport infrastructure
- More, better quality housing
- Accessible, responsive bus services connecting people to jobs and education
- Additional investment for our region

Measuring our success

We will use the following key performance indicators (KPIs) to measure our success in 2018/19:

A long list of KPIs has been developed to measure progress against organisational priorities in 2018/19. These were considered by Overview and Scrutiny Committee on 23 March 2018 and are now being updated further prior to a final list being included in the Corporate Plan. The current draft list of indicators is provided at Appendix 1.

5. Our partners

Combined Authority members:

[Insert logos for Bradford, Calderdale, Kirklees, Leeds, Wakefield, York and LEP]

Working with:

[Insert logos for Harrogate, Craven, Selby, North Yorkshire and Barnsley]

6. Find out more:

westyorks-ca.gov.uk

www.the-lep.com

Twitter: @westyorkshireca

Twitter: @LeedsCityRegion

Enquiries@westyorkshire-ca.gov.uk

0113 251 7272

Back cover:

CA logo

In partnership with LEP stamp

Metro – our transport network stamp

DRAFT

Appendix 1: 2018/19 Proposed Measures and KPI's – Draft Long List for discussion

Policy, Strategy and Communications Directorate:

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

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

Delivery Directorate:

DELIVERY DIRECTORATE			
Indicator	Target	Measure	Notes
Develop and embed the Portfolio Information Management System (PIMS) including the Combined Authority and districts fully utilising	By March 19	Quarterly	in partnership with local authorities
Embed and develop monitoring and reporting in parallel with PIMS including the Combined Authority and districts fully utilising.	By March 19	Quarterly	in partnership with local authorities
Embed controls for the assurance process following revisions and new templates and guidance including all key staff /partners briefed	By September 2018	Quarterly	in partnership with local authorities
Combined Authority Accommodation project <ul style="list-style-type: none"> - Essential condition investment - Refurbishment 	On site by end of 2018 xx% of complete by xx 2019 (tbc)	Quarterly	Member approval still to be sought. Final programme to be confirmed during concept design phase

DELIVERY DIRECTORATE			
Indicator	Target	Measure	Notes
PAT - Schemes submitted at a decision point in the Assurance Process are considered and a recommendation made by PAT within 2 weeks of submission	95%	Monthly	
Feasibility and Assurance – All projects reviewed for assurance compliance within 4 weeks of submission of an EOI, OBC, FBC, FBC+, Change Request or Project Closure Report	100%	Monthly	
Feasibility & Assurance / PMO – Undertake review of portfolio to identify potential schemes for re-profiling	Complete by March 18, options to IC for June 18		
Broadband (cumulative contractual targets, Contract 2) – (a) Total Homes Passed (b) Total superfast (>24mb/s), commercial and residential	(a) 43,086 (Total Homes Passed) (b) 35,679 (Super Fast) (c) policy framework agreement	Delivered by March 19. Review quarterly	Target does not currently include CR5 remodelling data Potential skills shortages in the market for delivery of Fibre to the Premise may impact on delivery.
Completion of the current Smartcard and information Programme (SCIP) projects (5 No., £1m value) (a) Card Application System Phase 4 delivered.	(a) Phase 4 live December 18	Quarterly	Decision on future smart card programme to be taken in light of TfN progress at mid year.

DELIVERY DIRECTORATE			
Indicator	Target	Measure	Notes
(b) Card Application System Phase 5 scoped and delivered as required. (c) Traveller Information bus map tool live (d) Hotlisting live	(b) Phase 5 live March 19 (c) Live Aug 18 (d) Roll out complete Sept 18		
Leading the implementation of other significant Transport Projects (46 No.; value c£15.762m): (a) No. of projects commencing (b) No. projects completing (c) £m budget expended / defrayed vs planned (£6.8m) (d) Significant progress in design for four new West Yorkshire rail stations.	By March 19 (a) 11 Projects on-site (b) 13 (c) Within 10% of target (d) Achieving Approval in Principle for the preferred option from Network Rail, and Outline Business Case approval under WYCA's Assurance Framework.	Quarterly	(a) Indicative List: 1. Normanton Totem 2. Castleford Rail Station 3. Leeds New Station Street 4. Halifax Bus Station 5. New Pudsey Rail P&R 6. Steeton & Silsden Rail P&R 7. Shipley Rail P&R 8. Mytholmroyd Rail P&R 9. Mirfield (B) Rail P&R 10. Horsforth Rail Accessibility 11. ULEV Lot 1 (b) Indicative List: 1. Bradford I/C SCP 2. 10 x Bus Hot Spots 3. Real Time Information installations at Morley and South Elmsall Hubs.

DELIVERY DIRECTORATE

Indicator	Target	Measure	Notes
<p>Facilitating partner delivery of 57 projects, value c£72.971m in the West Yorkshire Transport Fund (WYTF), Leeds Public Transport Infrastructure Programme (LPTIP) and City Connect Ambition Grant (CCAG) programme:</p> <p>(a) No. Projects approved at DP3 / OBC</p> <p>(b) No. Projects approved at DP5 / FBC</p> <p>(c) No. Projects on site</p> <p>(d) No Projects Completing (WY+TF/T Partnerships)</p> <p>(e) CCAG1 Benefits realisation completed</p> <p>(f) CCAG2 Projects Delivery completed</p>	<p>By March 19</p> <p>(a) 12</p> <p>(b) 9</p> <p>(c) 9</p> <p>(d) 2</p> <p>(e) completed</p> <p>(f) 8</p>	<p>Quarterly</p>	<p>(a) Indicative List:</p> <ol style="list-style-type: none"> 1. Corridor Improvement Programme junctions 2. Castleford Growth Corridor 3. York Central 4. LBA Link road 5. Stourton Park & Ride 6. Tong Street 7. Bradford to Shipley Corridor 8. M2D2L (A653) 9. A62/A644 Cooper Bridge 10. Halifax Station Gateway 11. A629 Phase 5 12. UTMC Programme <p>(b) Indicative list:</p> <ol style="list-style-type: none"> 1. Ings Road Wakefield 2. York Outer Ring Road (further junctions) 3. ELOR 4. A629 Phase 1b 5. A629 Phase 2 6. Bradford Forster Square 7. Hard Ings Road, Bradford 8. UTMC Phases 1 & 2

DELIVERY DIRECTORATE			
Indicator	Target	Measure	Notes
			<p>9. Corridor Improvement Programme junctions</p> <p>(d) Indicative list: 10. Kirkgate, Wakefield 11. A629 (1a) Halifax</p> <p>(f) Indicative list: 1. Castleford to Wakefield phases 2&3 2. Canals projects x 3 3. York - Scarborough Bridge 4. Bradford - Canal Road 5. Leeds - City Centre</p>
Facilitating Economic Regeneration 61 No. Projects with a value of c£45.166m (including skills capital & innovation, Housing & Regeneration, Broadband and Better Homes)	Detailed in rows below		
<p>Skills Capital & Innovation</p> <p>Skills Capital – Complete Phase 2a & Phase 2b:</p> <p>(a) New build floorspace delivered</p> <p>(b) Refurbished floorspace delivered</p> <p>(c) match-funding leverage (£22m)</p>	<p>(a) 24,898 sqm</p> <p>(b) 12,100 sqm</p> <p>(c) £16.5m</p> <p>(d) Within 10% of target</p> <p>(e) Within 10% of target</p>	Quarterly	in partnership with local authorities

DELIVERY DIRECTORATE			
Indicator	Target	Measure	Notes
(d) £m budget expended / defrayed vs planned (£11m) (e) Loans defrayed (£5.45m)			
Housing & Regeneration (LGF) (a) No. projects reaching Activity 5 (b) No. new homes enabled (c) Commercial floor space enabled (sqm) (d) £5 m grant / loan (e) Leverage £50m	(a) 3 x LGF projects approved (b) 200 homes enabled by LGF funding at New Bolton Woods and Beech Hill (C) 8000sqm across York Central and York Guildhall (d) Within 10% of target (e) Within 10% of target	Quarterly	Indicative List: (a) City Fields; Beech Hill; EZ NB The schemes within the Growth Deal Priority 4 Infrastructure for Growth Programme require a transformational package of infrastructure investment to enhance viability, improve developer confidence and unlock growth potential. Sites across the Leeds City Region require enabling works to address a number of issues including land assembly, site remediation, flood mitigation, place making, topography issues, egress/ingress issues and require enhanced connectivity often before house building can commence. The challenge for the Combined Authority's delivery

DELIVERY DIRECTORATE

Indicator	Target	Measure	Notes
			to create markets and strengthen the viability of schemes, to in turn accelerate commercial and housing site delivery is compounded by how far sites are from being market ready, some sites have two or even three of the above challenges to overcome before the site is ready.
<p>Flood Alleviation Scheme Phase 2: To deliver flood alleviation projects: commence on site</p> <ul style="list-style-type: none"> (a) Wyke Beck and Natural Flood Management (b) Bradford Canal Road Corridor; Kirklees Leeds Road Corridor; Brighouse and Clifton; and Castleford (c) Spend (£2.664m) (d) Leverage £1.566m on Wyke Beck 	<ul style="list-style-type: none"> (a) Two on site (b) Four in Pipeline (c) Within 10% of target (d) Within 10% of target 	Quarterly	Assumed full spend on Wyke Beck £2.6m and £1m on Natural Flood Management
<p>Leeds District Heat Network</p> <ul style="list-style-type: none"> (a) Spend £4m (b) Leverage (£17m) 	<p>Commence construction on site</p> <ul style="list-style-type: none"> (a) Within 10% of target (b) Within 10% of target 	Quarterly	Lead by Leeds Council
<p>Better Homes</p> <ul style="list-style-type: none"> (a) Number of homes improved (b) Tackling Fuel Poverty LGF spend (c) Warm Homes Fund – delivery of CHS 	<ul style="list-style-type: none"> (a) 1,000 homes improved £3.2m (b) 524 (c) Within 10% of target 		in partnership with local authorities

DELIVERY DIRECTORATE			
Indicator	Target	Measure	Notes
(d) Warm Homes Fund spend of £1.2m			
<p>Growing Places Fund Loans</p> <p>(a) No. projects reaching Activity 5</p> <p>(b) No. new homes enabled</p> <p>(c) No jobs enabled inc. apprenticeships</p> <p>(d) Commercial floor space enabled (sqm)</p> <p>(e) £5.5m grant / loan</p> <p>(f) Leverage £10.7m</p>	<p>(a) 4</p> <p>(b) 200</p> <p>(c) 250</p> <p>(d) 16,250</p> <p>(e) Within 10% of target</p> <p>(f) Within 10% of target</p>	Bi-annual monitoring	<p>Assumptions – fund continues after GPF review. (LEP Board has yet to consider this.)</p> <p>Projects are an estimate only as projects can be rejected at any stage due to findings of feasibility and assurance/legal and financial due diligence.</p> <p>Projects speculated: 3 in current pipeline and 1 new unknown.</p>
<p>EZ Programme</p> <p>(a) Commence delivery of projects on site Leeds EZ and 2 sites in Phase 2 EZ</p> <p>(b) Spend £4.5m Leeds EZ and £2.8m Phase 2</p>	<p>(a) 3 [tbc]</p> <p>(b) 7.3m</p>	Quarterly	<p>As the programme has only received OBC the detailed project plans are to be developed – costs for next year are currently under review</p> <p>(a) Indicative list – Gain Lain or Clifton; Linley Moor</p>
Effective use of resources (staffing) through workforce planning	Performance targets on track and achieved	Quarterly	NB Weight of resources between transport and non-transport teams reflects the current nature of work undertaken (ie significant direct

DELIVERY DIRECTORATE			
Indicator	Target	Measure	Notes
			delivery involvement amongst Transport Projects & SCIP team, & district resources within Transport Partnerships team) and scale of funding directed towards transport infrastructure.

Economic Services Directorate:

** Draft target subject to successful funding bids/budget negotiations. Degree of stretch also to be finalised*

ECONOMIC SERVICES DIRECTORATE			
Indicator	Target	Measure	Notes
BUSINESS SUPPORT			
Number of businesses that want to grow receiving support	2750*	Monthly	Increase on 17/18 All targets below in partnership with local authorities
Intensive support to growth businesses	900*	Monthly	Not including businesses receiving capital grants
Jobs created in businesses receiving intensive support (including capital grants)	500	Monthly	Reduced grant pot compared to 17/18
Investment in capital growth projects	£5m	Monthly	Reduced grant pot compared to 17/18
Average cost per job in businesses receiving capital investment	£12,500	Monthly	subject to ongoing discussions regarding grant criteria – and

ECONOMIC SERVICES DIRECTORATE			
Indicator	Target	Measure	Notes
			hence impact on transaction costs.
Businesses supported to undertake innovation activity in-house or with an external organisation	70	Monthly	Mostly through Access Innovation
Business supported to reduce costs on energy, water and waste	80	Monthly	All through REF
Businesses supported to implement strategic growth plans for high growth	100	Monthly	All through SBG
Businesses accessing multiple support products to help them grow	700*	Monthly	Increase on 17/18
Pop-Up Business Advice events delivered across the city region	12*	Monthly	12 in the year but not one a month –
Pop-Up Business Advice events delivered in more disadvantaged parts of the city region	6-8*	Monthly	4 out of the 12 overall in 17/18
New (business) members recruited to the Travel Plan Network	80	Monthly	On target to reach 60 in 17/18
Proportion of businesses in receipt of intensive support achieving growth (GVA, turnover, employment)	75%*	Annual	Increase on 17/18, some growth will be delivered in 19/20 for support accessed in 18/19.
Proportion of businesses supported by Growth Service likely to recommend it	85%*	Annual	Slight increase on last year – need to take the ‘no to grant’ factor into account

ECONOMIC SERVICES DIRECTORATE			
Indicator	Target	Measure	Notes
EMPLOYMENT & SKILLS			
Deliver an enhanced model of employability, enterprise & careers education to disadvantaged students	12,000 tbc	quarterly	Measure same as 17/18 with increased target EC action plans CEC contracts
Refresh and monitor delivery agreements with 7 FE colleges, to deliver skills outcomes which support our economic priorities and inclusive growth ambitions	7	6 monthly	KPI modified to ensure clear linkage to policy objectives
Number of businesses influenced to engage with education, apprenticeships and sector skills initiatives (NB businesses who have not been engaged previously)	40 150* – if additional funding gained	quarterly	New KPI for 18/19 – impact is that more employers engage with Employment & Skills and therefore support our objectives. EAs recruited Businesses providing sponsorship Apprenticeships [re]boot
Number of people reached with information on careers linked to labour market information, thus promoting better informed choices -- focused on inclusive growth	10,000	quarterly	Measure changed for 18/19 – impact is that the groups below will have detailed understanding of labour market and can therefore make informed choices. Young people Parents Teachers Providers Employers intermediaries

ECONOMIC SERVICES DIRECTORATE			
Indicator	Target	Measure	Notes
Number of individuals supported to upskill in skills shortage areas (delivered in partnership) – focused on inclusive growth	1250*	Quarterly	Target increased from 17/18 [re]boot Apprenticeships Employment brokerage Skills service
Number of businesses supported to offer apprenticeships	1000* – if additional funding gained	Monthly	Measure same as 17/18, however subject to new funding being secured
TRADE & INVESTMENT			
New Enquiries generated	100*	monthly	These will be generated via increased marketing, awareness & our sustained lead generation campaign.
No of bespoke enquiry responses issued	60*	monthly	The continuation of bespoke and commercially aware enquiry responses
Inward Investor meetings	180*	monthly	Increased from 123 this year. A measure as to how engaged we are with the enquiries on our pipeline
Inward Investor visits hosted	40*	monthly	Progression of projects from sales mode to delivery mode
New Jobs Created	1500*	annual	Increased by 50% based upon the existing strength of the enquiry pipeline

ECONOMIC SERVICES DIRECTORATE			
Indicator	Target	Measure	Notes
Inward Investment Projects to LCR	40*	annual	Effectively doubled (despite BREXIT) based upon the expectation that a Key Account Management (KAM) function will be established within the team
Number of Investor Development meetings	240*	monthly	A measure of how well the KAM team is engaging with their portfolio of clients (subject to KAM funding)
New projects identified from ID visits	48*	monthly	The effectiveness of the KAM team (as above).
Jobs Safeguarded	500 tbc	annual	
Private sector investment leveraged (£m)	£20m	annual	Based upon a more direct involvement in influencing and promoting infrastructure schemes
Export enquiries to growth service	150	annual	Increased by 50% - further targeted initiatives should start driving more interest to the growth service
Export referrals via LEP services	200	annual	Increased – as teams becoming more experienced in cross selling as we move onwards.
No. of new export initiatives with existing exporters from key sectors	5	annual	Based on a concentrated effort to merge trade and inward investment activities.

ECONOMIC SERVICES DIRECTORATE			
Indicator	Target	Measure	Notes
No. of new initiatives in markets with under-explored potential	5	annual	Based on our ability to identify partners in overseas under explored markets – this is predominantly a value related performance measure
No of new businesses inspired to export via our trade initiatives	100	annual	Our trade campaigns should be aiming to encourage new exporters – a major challenge.
No of existing exporters inspired to increase exports via our trade initiatives	30	annual	Our trade campaigns should be encouraging existing exporters to sell into new markets
Number of additional active exporters (total)	120 tbc pending DIT data	annual	Continuity from 17/18

Transport Services Directorate:

TRANSPORT SERVICES DIRECTORATE			
Indicator	Target	Measure	Notes
Produce Retail and Smart ticketing strategy	July 2018	One off	
Produce Information Strategy	July 2018	One off	
Produce Asset Management Strategy	July 2018	One off	
Design and produce a new blueprint for Travel Centre	July 2018	One off	

Deliver trial for use on mobile ticketing platforms for Mcard	July 2018	One off	
Meet requirements of WYTCL SLA		Monthly	
Bus patronage across West Yorkshire	Overall target 25% increase in the region over 10 years tbc	Annual	This target is subject to further discussions with district partners and bus operators who will have a key role in delivering against this
Leeds bus patronage	Overall target 100% over 10 years tbc	Annual	As above With Leeds Council
Increase MCard sales by 3%	£tbc	Monthly	
% of MCard ticket sales visa self-service/Travel centre alternatives	75%	Monthly	
Proportion of information interactions/enquiries that are on line	98%	Monthly	
% of concessionary permits online	70%	Monthly	
Cost per mile tendered service	£1.60	Annual	Down from £1.85 in 17/18
Cost per Accessbus passenger journey	£5.50	Annual	Down from (tbc) in 17/18
Income generation from property rental	10% increase tbc	Annual	
Cost per on street asset	£46.00	Annual	New measure – aim to drive lower cost while maintaining quality to customers.

Resources Directorate:

**Draft KPI's associated with the change programme in the Resources Directorate – final targets/dates tbc*

RESOURCES DIRECTORATE			
Indicator	Target	Measure	Notes
General % of internal customers who are 'satisfied/very satisfied' with the overall service they receive from Resources Teams	90%	Bi-annually	Internal staff snapshot survey
Finance: Paying undisputed invoices within 30 days Achieving a balanced financial outturn. Achieving statutory compliance on financial matters. Debt recovery – 100% recovered and / or debtor invoices issued on time (100%) Payroll - paying staff accurately Delivery of replacement/updated financial System (incl HR / Payroll): <ul style="list-style-type: none"> ○ Capture business requirements and prepare a specification ○ Source options (via frameworks) and prepare business case for approval 	100% 100% 100% 100% <2% error rate tbc* By 30 Sept 2018* By Jan 2019*	Quarterly Monthly Monthly	Consideration being given to specific target for SME / VCS etc NB: Regular monitoring reports to Combined Authority meetings and quarterly to Governance and Audit Committee VAT, HMRC, Pension, Annual Accounts, government returns etc. Targets TBC following completion of further work which is currently underway to develop the detailed programme for remaining change projects in the Resources Directorate

RESOURCES DIRECTORATE			
Indicator	Target	Measure	Notes
<ul style="list-style-type: none"> ○ Set up Project and commence implementation 	tbc*		
Embedding the new Finance OD: <ul style="list-style-type: none"> ○ Improved financial information to Directorates and cost savings / income generation 	tbc*		
Finance Process improvements (though linked to System and new OD): <ul style="list-style-type: none"> ○ Process improvements – capture efficiencies created (cashable / non cashable). 	tbc*		
Procurement: No. of successful legal challenges on procurement	0	Ongoing	Potential procurement indicators currently in development as part of the implementation of the Procurement Strategy Work continuing on measure around audits of procurements and contract letting.
Delivery of saving initiatives	5	Ongoing	
Procurement savings as a % of addressable spend (5 to 10% TBC)	tbc*		
Procurement return on investment the savings return (should be between 5 and 10 times the cost of the team).	tbc*		

RESOURCES DIRECTORATE			
Indicator	Target	Measure	Notes
Project Delivery - ensuring delivery of the pipeline of projects	tbc*		
Timeliness of delivery -either based on RAG status or by adhering to government guidelines on how long procurements should take.	tbc*		
Human Resources: Average absence (as % of workforce)	2%	Monthly	average for public sector currently 2.9%
% Increase in women in management roles (grades D-K)	tbc*	Quarterly	
% increase of BAME across organisation	tbc*	Quarterly	
% saving on staff costs	5%*	Quarterly	
Delivery of People Strategy	tbc*	tbc	
Launch of and training in application of new policies	tbc*	tbc	
Increase in number of apprentices	tbc*	tbc	
ICT Services			
- Real-Time, Younextbus: Vehicles Being Tracked	78%	Monthly	The percentage of all operators scheduled journeys ending in West Yorkshire which are tracked at 25% or more stops.
- Core Network Up Time	99%	Monthly	
- Microsoft Cloud availability	99%	Monthly	
- CoSA availability	98%	Quarterly	
- Service Desk open tickets	100 or less	Monthly	

RESOURCES DIRECTORATE			
Indicator	Target	Measure	Notes
<ul style="list-style-type: none"> - Resource systems critical tickets - Website (external and internal) availability - [additional metrics to be confirmed] <p>Procurement and implementation of projects within the Corporate Technology Strategy</p>	<p>Zero</p> <p>100%</p> <p>tbc*</p> <p>tbc*</p>	<p>Monthly</p> <p>tbc</p>	
<p>Internal Audit</p> <p>Provide advice/assurance on the development and operation of business processes, risk management and governance arrangements.</p> <p>Provide an independent opinion on the effectiveness of the Combined Authority's control, risk management and governance arrangements</p> <p>Identify improvements to the delivery of IA services through the provision of audit client feedback questionnaires.</p>	<p>X% of audit programme tbc*</p> <p>Completion of audit assignments on time</p> <p>80% positive response*</p>	<p>Quarterly</p> <p>Annually</p> <p>Quarterly</p>	<p>Reported annually to LTB and Governance & Audit Committee. Statements support notes to statutory published financial accounts, AGS.</p>
<p>Legal and Governance</p> <p>Meeting FOI/EIR deadlines</p> <p>Compliance with statutory requirements re committee agenda publication</p>	<p>100%</p> <p>100%</p>	<p>Quarterly</p> <p>Quarterly</p>	

RESOURCES DIRECTORATE

Indicator	Target	Measure	Notes
Toolkits for self-service across a minimum of 2 legal areas to be produced	tbc*	tbc	
Information governance improvements/GDPR compliance	tbc*	tbc	
Monitoring late committee reports	tbc*	tbc	