### Vision
Our region will be recognised globally as a place with a strong, successful, inclusive economy where world-class transport, skills and digital connectivity enables everyone to build great businesses, careers and lives.

### Mission
Developing and delivering economic and transport services, schemes and programmes in partnership with the public and private sectors, focussing on transport, skills, business support and digital connectivity.

### Aims

<table>
<thead>
<tr>
<th>Aims</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Boosting Productivity</strong></td>
<td>Helping businesses to grow and bringing new investment into the region to drive economic growth and create jobs in a post-Brexit landscape.</td>
</tr>
<tr>
<td><strong>Enabling Inclusive Growth</strong></td>
<td>Enabling as many people as possible to contribute to, and benefit from, economic growth in our communities and towns.</td>
</tr>
<tr>
<td><strong>Delivering 21st Century Transport</strong></td>
<td>Creating efficient transport infrastructure to connect our communities, making it easier to get to work, do business and connect with each other.</td>
</tr>
<tr>
<td><strong>Tackling the Climate Emergency</strong></td>
<td>Growing our economy while cutting emissions and caring for our environment.</td>
</tr>
<tr>
<td><strong>Securing money and powers</strong></td>
<td>Empowering the region by negotiating a devolution deal and successfully bidding for substantial additional funds.</td>
</tr>
</tbody>
</table>

### Objectives
*(What we want to achieve in 2020-21)*

1. Support business to respond to the challenges & opportunities of Brexit
2. Implement the Local Industrial Strategy & Strategic Economic Framework
3. Complete delivery of the Skills Commission, maximising its influence & embedding it in the Leeds City Region
4. Provide 80 businesses with intensive support to boost productivity/innovation capacity
5. Attract 30 global investors to the region creating 1,700 jobs
6. Help 350 businesses to increase overseas trade
7. Embed the Regional Digital Framework

### Enablers
*(What will help us)*

- Our partnerships
  Deliver an agreed communications & engagement programme to strengthen regional partnerships
  Work in partnership to influence Government on key priorities including strategic rail devolution, skills and climate change.
  Embed a consistent regional voice to strengthen our contribution to national debates
- Our systems
  Achieve highest standards of governance and transparency
  Digitising key processes to improve efficiency
  Embed the HR strategy & new policies on recruitment/performance management
  Strengthen appraisal and evaluation across our capital portfolio
- Our people
  Embed our culture change programme
  Develop and implement inclusive plan in response to staff survey
  Establish corporate learning and development programme
  Further develop the employee wellbeing strategy
- Our resources
  Accommodation project – refurbishment of Wellington House
  Corporate Technology Programme – harnessing new technology to improve efficiency, reduce carbon usage and facilitate inclusive growth.
  Rigorous financial management

### Our Values

<table>
<thead>
<tr>
<th>Key performance indicators across all priorities, reported quarterly to the Combined Authority</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth Deal outputs (detailed indicators currently in development but to include metrics such as: no. businesses/individuals supported through our economic services, no. jobs brought to the Region, progress on capital projects and spending forecasts, customer satisfaction with public transport information and ticketing, % of procurement strategies including social value and carbon reduction targets associated with Combined Authority services and assets)</td>
</tr>
</tbody>
</table>

### Ways of working

- **Working in partnership with the public and private sectors**
- **Influencing locally and nationally**
  - to promote the aims of our region
- **Engaging with people, communities and businesses** so that they shape what we do
- **Uncertainty surrounding devolution arrangements, funding cliff edges and changes in Government policy**
- **Impact of Brexit on our businesses, our services and our supply chain**
- **Striking the right balance between clean growth & improved productivity**
- **Changes in ‘rail franchising governance & in bus company ownership**
- **Managing shifting priorities in a post-Brexit landscape & ensuring we maintain a unified regional voice**
**Vision**

We lead thinking, developing policies and strategies to transform the region as an inclusive, clean economy; securing the investment and powers to put those policies into action; and championing the region’s interests locally, nationally and internationally.

**Services**

- **Communications & Marketing**
  - To engage with people, communities and businesses to deliver a positive profile to international, national, regional and local audiences.
  - Supporting these Corporate Priorities:
    - Influence Government to secure change in relation to key priorities including strategic rail (NPR, HS2 etc), devolution, skills, and climate change.
    - Deliver communications strategy with LCR Climate Coalition to tackle the climate emergency.
    - Establish and deliver a Communications and Marketing strategy to support organisational priorities, working with partners to embed a consistent regional voice.
    - Raise the profile of key spokespersons and the CA/LEP; strengthen our contribution to national debates.
    - Promote the region nationally and internationally, and the CA/LEP’s transport and economic services locally and regionally to ensure take-up of those services.
    - Deliver an agreed partnership communications and engagement programme to strengthen relationships with partners across the region.
    - Develop and launch a high-profile programme of active travel communications to champion healthier and low carbon means of travel, including through City Connect.
    - Contribute to the next phase of organisational change through strategic and tactical internal communications.
    - Provide a high-quality, responsive consultation and engagement function to the organisation and partners.

- **Research & Intelligence**
  - To provide a best-in-class data and intelligence infrastructure to enable informed and strategic decision making, and efficient monitoring and evaluation.
  - Supporting these Corporate Priorities:
    - Develop our information and intelligence assets to provide evidence for the region’s strategies and policies; to monitor progress on all programmes; and to report on the state of the regional economy.
    - Drive project evaluation and economic appraisal to support the design of key projects and programmes, including appraising carbon impact to tackle the climate emergency.
    - Develop targets and performance reporting to underpin the Strategic Economic Framework.
    - Provide outstanding evidence and appraisal to support key priorities — including climate emergency, devolution, inward investment, skills commission and labour markets, European project appraisal, business case appraisal, Assurance Framework, UKSPF, Brexit.
    - Raise the profile of the CA evidence advocacy across key policy areas and further strengthen working partnerships with district partners and external organisations.
    - Ensure the CA and the LEP’s analytical capability can respond to key operational and reactive requirements.
    - Improve access to key content for partners across the region by developing, managing and communicating the Combined Authority’s intelligence assets across all channels and enabling client self-service; implement Open Data Strategy.

- **Economic & Transport Policy**
  - To develop transformative policies and strategies, and secure long-term funding and devolved powers to drive a clean and inclusive regional economy.
  - Supporting these Corporate Priorities:
    - Tackle the Climate Emergency by publishing detailed carbon reduction pathways to net zero by 2038, delivering the Energy Strategy, and mobilising the Climate Coalition.
    - Progress a devolution deal to secure investment and powers, unlocking the potential of the region.
    - Finalise and implement the Local Industrial Strategy and Strategic Economic Framework, and develop a pipeline of interventions across the foundations of productivity.
    - Influence the shape and size of future regional funding, including maximising delivery of European funds, the UK Shared Prosperity Fund and the 2020 Spending Review.
    - Develop and implement a pipeline of interventions across SEF priorities to enable inclusive growth.
    - Establish a rail strategy, secure HS2 & NPR, develop plans for Mass Transit and future of Bus services.
    - Successful transition of Future Mobility and Transforming Cities bids into delivery and Bus Alliance into operation.
    - Establish a connectivity plan and pipeline, promoting active and decarbonised travel for all communities.
    - Develop a Place Strategy articulating the full range of infrastructure needs, supporting an investment pipeline.
    - Complete delivery of the Skills Commission.

**Priorities (What we want to achieve in 2020-21)**

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24. Successful transition of Future Mobility and Transforming Cities bids into delivery and Bus Alliance into operation.
25. Establish a connectivity plan and pipeline, promoting active and decarbonised travel for all communities.
26. Develop a Place Strategy articulating the full range of infrastructure needs, supporting an investment pipeline.
27. Complete delivery of the Skills Commission.

**Resources (What we need)**

- **Our staff** Highlight staff figures to be included.
- **Our budget** Highlight budget figures to be included.
- **Our tools and support** Ensuring we have access to key specialist consultancy resources where we have gaps in internal capability (and to support building internal capability) particularly in areas such as carbon impact assessment work.
- **Our key interfaces** Transforming Cities Fund and Transport Pipeline – Delivery and Transport Services
  - Local Industrial Strategy – Economic Services
  - Clean Growth Action Plan and Carbon Impact Assessment – Whole organisation
  - Communications, Consultation and Marketing – Delivery, Economic Services, Transport

**Values**

- Working Together
- Positive About Change
- Easy to Do Business With
- Working Intelligently
- Championing our Region

**How we will improve our service**

Directorate Improvement Plan: 1) Build capacity and capability through renewed focus on learning and development; 2) Strengthen integration of directorate services; 3) Improve systems for information development, storage and retrieval; 4) Develop working arrangements with partners.

**Key risks, issues and assumptions**

- Uncertainty surrounding devolution deal arrangements, funding cliff edges, and changes in Government policy.
- Ensuring we have the critical mass and capability to evaluate our projects and programmes as our delivery pipeline becomes more mature and we develop the right skill sets.
- Managing expectations on shifting priorities, including responding to a post-Brexit economic landscape and ensuring we develop and maintain a unified regional voice.
- Needing to ensure that we adequately manage reputational risk.
### Priorities (What we want to achieve in 2020-21)

1. Strengthen appraisals to ensure greater consistency
2. Review and streamline the Assurance Framework
3. State of readiness for Growth Deal 2024 review
4. Delivery of the capital programme by influencing, checking and challenging to ensure we meet our strategic priorities and derive maximum benefit for the region
5. Incorporation of CA policies and strategies into the assurance process and monitoring and reporting processes, including inclusive growth and clean growth
6. Manage PIMS to ensure 'one version of the truth' and clear and concise monitoring and reporting in partnership with the Finance Team to our partners and leaders
7. Planning for future funding programmes to ensure processes are in place to be able to manage them effectively
8. Evaluation of funding programmes

### Resources (What we need)

- **Our staff**
  - Highlight staff figures to be included.
- **Our budget**
  - Highlight budget figures to be included.
- **Our tools and support**
  - Specialist consultancy support (technical, commercial & legal) will be required as we embed our new approach to delivery of:
    - New rail stations
    - Business finance
    - Transforming Cities Fund
  - To provide additional capacity for district partners & for appraisal of complex schemes & assessment of carbon impacts
- **Our key interfaces**
  - Corporate Services support - particularly Finance, Legal & Procurement - across all programmes, & HR for recruitment & retention, learning and development, & well-being
  - Comms and Engagement support
  - Cross-directorate representation for the Programme Appraisal Team and Strategic Assessment Review Group

### Values

- **Working Together**
- **Positive About Change**
- **Easy to Do Business With**
- **Working Intelligently**
- **Championing our Region**

### How we will improve our service

- Organisational Design structures embedded and reviewed as necessary – greater capacity, building our own, improved retention, efficient resource planning.
- Continuously improving appraisal & consistency of business cases, monitoring and reporting.
- Planning for future funding – scoping and defining schemes with Policy directorate and partners to ensure rigour and deliverability, learning from the evaluation of past schemes.
- Placing a greater emphasis on supporting Clean Growth and Inclusive Growth.
**ECONOMIC SERVICES DIRECTORATE PLAN ON A PAGE (DRAFT)**

**Vision**

A vibrant and inclusive economy which attracts and enables responsible and clean business investment and helps people from all backgrounds to develop their skills, access opportunities and progress in employment.

**Services**

**Business Support**

Provide a comprehensive service to help identify, secure and fund solutions to clean growth, inclusive growth productivity and resilience.

**Supporting these Corporate Priorities:**

1. Support our businesses to respond to the challenges and opportunities arising from Brexit. Providing intensive support to 1,000 businesses.
2. Expand and enhance the range of business support available in the City Region, with a particular focus on clean growth, inclusive growth, innovation and productivity.
3. Stimulate more demand for business support and external finance through closer collaboration with the private sector intermediary community, including funders.
4. Deliver a ‘single front door’ access point for investors and businesses to engage effectively with public sector funding opportunities in the City Region.
5. Encourage employers in the City Region to adopt more sustainable practices, providing 150 businesses with intensive clean growth support (through the Travel Plan Network and the Resource Efficiency Fund).
6. Secure the long-term future of the Growth Service and move towards an integrated physical hub for all business support professionals in the City Region.

**Employment and Skills**

Develop Skilled People, working with businesses and education partners to create better jobs and opportunities.

**Supporting these Corporate Priorities:**

1. Promote a system which delivers better outcomes at a local level through the Future-Ready Skills Commission.
2. Carry out a final review of delivery agreements with seven West Yorkshire FE Colleges to influence education and skills provision.
3. Reach 250,000 people through the all-age FutureGoals platform, with information on careers linked to labour market information, and support 1,000 adults to upskill and re-train in skills shortage areas.
4. Provide support for SMEs and levy-payers to create more apprenticeship opportunities.
5. Showcase the employment and skills opportunities available within the Creative & Digital Sector, and work with partners to bring them to a more diverse audience.
6. Develop strong partnership between employers and 105 of our most disadvantaged schools to improve the attainment, ambitions and destinations of young people, influencing 800 businesses to engage with education.

**Trade and Investment**

Secure Investment projects which create jobs and world class assets, whilst generating global business opportunities.

**Supporting these Corporate Priorities:**

1. Identify, attract and secure inward investment into the region (businesses and infrastructure), bringing 30 successful projects to the Leeds City Region and creating 1,700 jobs.
2. Encourage and support more businesses to sell their products in international markets, with a particular focus on China and India, assisting 350 businesses with overseas trade initiatives.
3. Raise the international profile of the Leeds City Region economic opportunities at major global events, such as MIPIM and SMART cities.
4. Maintain an effective Key Account Management service for indigenous foreign-owned businesses, supporting 120 companies through active account management.
5. Contribute to the ongoing growth of the Creative & Digital Sector, including through the delivery of # Grow, # Welcome and the Creative Industries Opportunity Programme.

**Resources (What we need)**

**Our staff**

Highlight staff figures to be included.

**Our budget**

Highlight budget figures to be included.

**Our tools and support**

Evolutive; Dynamics; Fame; EG Radius; Proactis; In-Tend; Policy team; Legal team; Information Governance team; Finance team; Procurement team; Research and Intelligence team; Policy and Strategy team; Marketing & Comms team; Office Facilities, external consultants

**Our key interfaces**

Working with the Policy, Strategy & Comms directorate in securing additional external funding for core programmes and services.

**Values**

Working Together

Positive About Change

Easy to Do Business With

Working Intelligently

Championing our Region

**How we will improve our service**

The development and implementation of a new CRM technology will deliver a more cost-effective, central access point for the businesses and people to our services. By ensuring we maximise funding and investment in our region, to grow job and career opportunities whilst ensuring they are inclusive, accessible and environmentally sustainable for future.

**Corporate Priorities**

**1.** Striking the right balance between clean growth and improved productivity.

**2.** Government funding for careers activity is available in 2020/21.

**3.** The UK leaves the EU on 31 January 2020.

**4.** The required external funding from ERDF, ESF and DIT is secured.

**5.** Additional external funding for core programmes and services.

**Key risks, issues and assumptions**

Impact of Brexit on our businesses and our services

Securing funding to deliver existing and new products and services

Delivery of large complex programmes with multiple providers, funders and beneficiary groups

Supporting these Corporate Priorities.
### Vision
To enable more people to use sustainable transport and to ensure our property assets deliver the Combined Authority’s priorities

### Services
**Customer Services**
Changing the way people plan and pay for their travel
Enabling more people under the age of 25 to use public transport

**Assets and Facilities**
Delivering the Combined Authority’s Asset Management Strategy
Using land and property to deliver the Combined Authority’s corporate priorities

**Mobility Services**
Changing the way people travel around the region by public transport
Enabling people to access employment, education and local services and facilities

### Priorities (What we want to achieve in 2020-21)
To modernise our travel payment and information services

- Our Customer Services team;
  1. Enable over 150,000 under 19s and over 250,000 older and disabled people to free or discounted public transport
  2. Manage over 1 million MCard sales through over 700 outlets, Metro Travel Centres online and on smartphone
  3. Answer 1.1 million travel information enquiries

In 2020/21, to improve our service, we will:

- Increase bus use amongst under 25s at no increased cost to the Combined Authority through delivery of the West Yorkshire Bus Alliance workplan
- Launch an MCard mobile ticketing app to grow the market for multi operator tickets as an early deliverable of our Future Mobility plans
- Transform information to bus passengers at a reduced cost to the taxpayer
- Modernise the bus station Travel Centres
- Develop a system to retail MCards and administer travel bursaries for Further Education colleges

To strengthen our use of property to deliver the Combined Authority’s strategic objectives

- Our Assets & Facilities Team;
  1. Manage 20 bus stations situated in and around the Leeds City Region, over 14,000 bus stops and passenger shelters, 6 rail station car parks and a portfolio of non-transport assets
  2. Provide strategic and commercial property advice to the organisation

In 2020/21, to improve our service, we will:

- Maximise the commercial potential of the Combined Authority’s portfolio through the delivery of the Asset Development Plan
- Reduce carbon generation from the Combined Authority’s assets through a programme of projects and initiatives
- Enable the delivery of Connecting Cities and Transforming Cities Fund projects to our operational estate
- Enable the Combined Authority to adopt new ways of working by support the Wellington House refurbishment project

To innovate the current service offer and to explore new models of delivering bus and rail services

- Our Mobility Services Team;
  1. Fund, plan and procure socially necessary bus services for the region representing around 15% of the bus network (approx. 20 million passenger journeys a year)
  2. Procure transport services for school and college students in line with the policies of the respective Local Authorities
  3. Deliver a quality, cost-effective and sustainable AccessBus service to people with limited mobility

In 2020/21, to improve our service, we will:

- Increase bus patronage and customer satisfaction through delivery of the West Yorkshire Bus Alliance workplan
- Identify new models of delivering bus services and respond to changes in the Combined Authority’s role in rail emerging from the Williams review
- Develop and implement an Operating Model for the provision of flexibly routed demand responsive transport services

### Resources (What we need)
**Our staff**
Highlight staff figures to be included.

**Our budget**
Highlight budget figures to be included.

**The policies and programmes we help deliver**
- Strategic Transport Plan
- Bus Strategy
- and daughter Information and Digital Payment strategies
- Transport Fund, Connecting Leeds, Future Mobility Zone, Transforming Cities

**Our key interfaces**
- Bus and rail operators
- Local Councils
- DfT/ Transport for the North
- Emergency services

### Values
**Working Together**
**Positive About Change**
**Easy to Do Business With**
**Working Intelligently**
**Championing our Region**

**How we will improve our service**
We will:
- Launch a new MCard app, pilot innovative demand responsive services, roll out a colour coded bus information system, refurbish Leeds Bus Station and plan similar improvements at Halifax, Huddersfield, Bradford and Dewsbury and implement schemes to reduce carbon generation from our property estate
Enabling our customers to deliver – working together to providing support and advice, operating the right systems and processes that form the centrepiece of strong governance and accountability, and taking advantage of technical solutions to improve efficiency.

**Vision**

**Services**

**Finance**
Delivering a high-quality financial service, provided professional knowledge, advice and expertise.

Supporting these Corporate Priorities:

- The team will continue to lead on the budget planning process and production of the statutory annual accounts. It will also provide full financial and management accounting support and financial transactional operations to the whole organisation through our business partnering model.
- Additional transformational activities include:
  1. Reviewing and updating finance policies and processes and user documentation and training
  2. Progress the implementation of a new efficient finance, budgeting and HR system
  3. Improving financial management information available to the directorates and senior management, including capital and revenue financial performance figures.

**Human Resources**
Enabling and supporting the organisation to manage and get the best out of its human resource and have the right people in the right place at the right time, through robust HR policies, procedures and arrangements. Supporting and guiding staff and managers in the implementation of those.

Supporting these Corporate Priorities:

- The team will continue to implement the HR strategy, seeking to put in place the foundations for robust HR management arrangements. Specifically:
  1. Progress the directorate priorities identified by the business partners through business partner planning
  2. Devising a pay and reward strategy for the organisation
  3. Improve management information available.
  4. Deliver improved health and safety processes and policies via the third year of the action plan
  5. Further develop the employee wellbeing strategy, including mental health awareness training.
  6. Embed new policies on recruitment and performance management and complete the updating of the remaining policies and procedures with an initial focus on improved recruitment and retention
  7. Progress work on our learning and development offer.

**Procurement**
Driving value for money, by ensuring quality outcomes that deliver financial and social benefits through procurement activities.

Supporting these Corporate Priorities:

- The team will deliver 50 procurement projects and 15 strategic procurement projects and provide a central contract management support. Additionally:
  1. Increase resource resilience / capacity.
  2. Embrace new technologies to improve service offer and define future system requirements.
  3. Implement Contract management monitoring and reporting mechanisms.
  4. Refresh and implement social value through procurement approach including how clean growth and lower carbon emission ambitions will be met.
  5. Embed Stakeholder Management
  6. Lay foundations for Category Management
  7. Lay foundations for Risk Management approaches with particular focus around preparing for and managing the implications of Brexit.

**Priorities**
(What we want to achieve in 2020-21)

- The team will deliver 50 procurement projects and 15 strategic procurement projects and provide a central contract management support. Additionally:
  1. Increase resource resilience / capacity.
  2. Embrace new technologies to improve service offer and define future system requirements.
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**Resources**
(What we need)

- Highlight staff figures to be included.

**Values**

- **Working Together**
- **Positive About Change**
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**How we will improve our service**

- We will continue to deliver in line with our customer service principles. We will be looking at how technology can help us to continue improving the services we provide, and assist in adhering to revised processes and policies, aimed at ensuring good governance and transparency. Further resource will help provide improved information, including how to access and use our services and management information to assist all teams in achieving compliance and good decision making.

**Key risks, issues and assumptions**

- **Risk:** Insufficient resource to deliver for new and emerging priorities including devolution, successful capital bids and bus options.
- **Issue:** Requirement for further ICT investment and development to complete modernisation of systems.
- **Assumption:** That major organisational restructuring/reshaping is not required during the year.
- **Assumption:** That sufficient funding certainty exists for both capital and revenue to enable a meaningful update of the medium term financial strategy.
The team will provide an ICT service which encourages innovation and productivity that is delivered on a foundation of security, customer service and business engagement for the complete technology life cycle. Additional transformational activities include:

1. Completing delivery of the Corporate Technology Programme (CTP).
2. Harnessing technology to reduce corporate carbon usage and facilitate inclusive growth.
3. Innovating and developing new ways of working via the digitisation of processes using the new technology delivered via CTP.
4. Developing and resourcing a new programme of technology projects in Corporate Services and across directorates.
5. Working partnership with Transport Services to develop a new Real-Time strategy, procure an updated system and support the emerging Transport Technology Programme.

The team will continue to provide support and legal, compliance and governance advice to all areas of the organisation and members. In addition key priorities will include:

1. Driving governance & compliance – with a focus on data protection, compliance with our equality duty, internal governance and decision making and transparency
2. Enabling corporate priorities – bus/rail projects, TCF, CTP, devolution and LEP Review
3. Greater use of technology to increase agility, efficiency and transparency – extending webcasting of meetings, online self service for clients and a new case management system
4. Building trusted business partnerships – developing the business partner model and our training offer

The team will provide independent assurance, advice and consultation to continue to improve the internal control environment, governance and risk management arrangements. Key priorities include:

1. Delivering the annual audit plan, using agile audit techniques to improve the effectiveness of the audit work undertaken.
2. Providing an annual assurance opinion.
3. Providing advice and guidance across a range of internal control matters with particular emphasis on the supporting clean growth corporate priority.