

West Yorkshire Combined Authority

# Corporate Plan

2016-17



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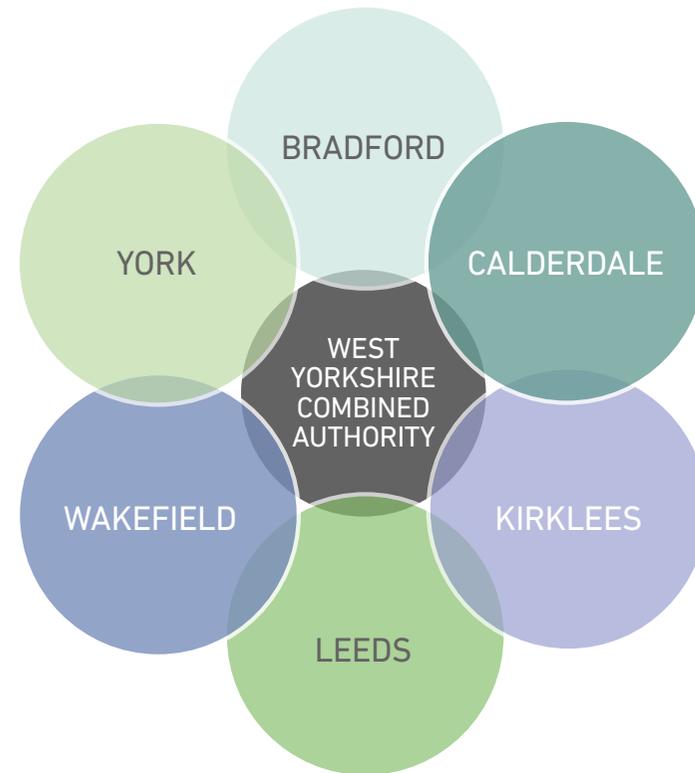
# What is WYCA?

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**West Yorkshire Combined Authority is a collaboration between the West Yorkshire authorities and is the place where work that spans the whole of West Yorkshire and Leeds City Region is undertaken.**

The Combined Authority itself is a governing board of nine political leaders, plus the chair of the Leeds City Region Enterprise Partnership (LEP).

West Yorkshire Combined Authority and the LEP are supported by an officer body that undertakes their Boards' policies and actions. In some cases officers do the work themselves and in other cases work is commissioned from local authority or other partners.



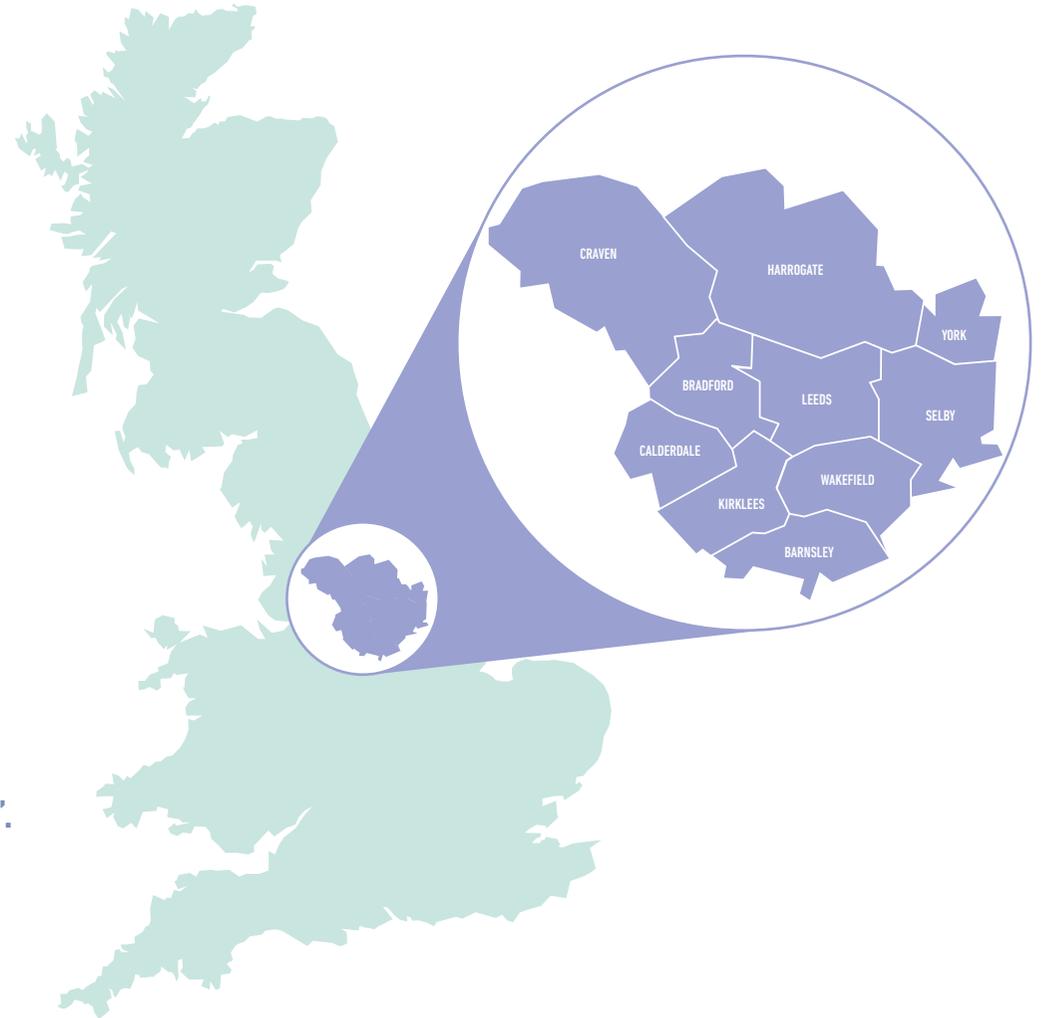
# Our Vision and Mission for Leeds city region

The LEP and Combined Authority have a joint vision for economic growth in the City Region, which is to:

“create a globally recognised economy where good growth delivers high levels of prosperity, jobs and quality of life for everyone”.

As part of this vision, our mission is:

“to be the driving force for delivering an outstanding economy with better connectivity and services for businesses, people and places”.



# Foreword



**Cllr Peter Box CBE**

Chair of the West Yorkshire Combined Authority

Since April 2014, West Yorkshire Combined Authority has been working to achieve a better quality of life for everybody throughout the five West Yorkshire districts of Bradford, Calderdale, Kirklees, Leeds and Wakefield, in York and across the whole City Region.

We work with public and private sector partners to deliver business growth, the creation of new jobs, a workforce that has the training and skills to meet the requirements of local employers, new and affordable homes and a modern, integrated transport network.

Establishing the Combined Authority as a united force for economic growth was key to the City Region securing the country's largest Growth Deal and a first-stage devolution deal giving us greater influence over investment decisions on skills, transport, housing and support for small businesses. It is a multi-year programme and this corporate plan is important in setting out the Combined Authority's priorities and actions for this year.



**Roger Marsh OBE**

Chair of the Leeds City Region Enterprise Partnership

This year, the West Yorkshire Combined Authority and LEP updated and shared our Strategic Economic Plan (SEP), the delivery of which forms our ongoing work programme. Since the first SEP in 2014, successes have included the creation of over 3,000 local jobs, unlocking almost £500m of private sector investment and supporting over 4,000 businesses.

We have embarked on a £1bn programme of transformational transport investments, opened Kirkstall Forge, West Yorkshire's first new rail station in 10 years and signed a £13m deal to provide over 98 per cent of West Yorkshire's homes with access to high-speed broadband. We have delivered energy efficiency improvements to over 12,000 Leeds City Region households through our 'Better Homes Yorkshire' programme, and established a £5m Business Flood Recovery Fund to help small and medium sized enterprises (SMEs) across Leeds City Region recover from the effects of Boxing Day floods.



**Ben Still**

Managing Director, West Yorkshire Combined Authority

Our plan outlines the schemes and projects West Yorkshire Combined Authority, the LEP and a wide range of partners are undertaking over the coming year to drive inclusive economic growth, improve connectivity, and do so in an environmentally sustainable way.

Much of this is co-ordinated or delivered by the officer body supporting the LEP and the Combined Authority, and this plan sets out the next step in this transformational delivery journey.

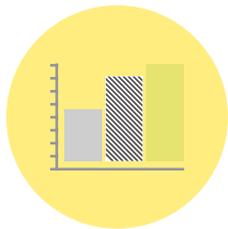
Our Plan also explains how, as an organisation, we are changing the way we operate, to ensure we can meet the requirements and full aspirations of the LEP and Combined Authority Boards, and help make Leeds City Region a globally recognised economic engine with high levels of prosperity, jobs, and above all, quality of life, for everyone.



# What West Yorkshire Combined Authority and the LEP are delivering for you

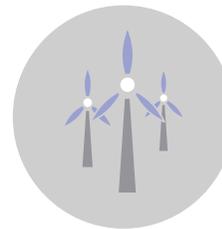
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We work with private and public sector partners to raise the quality of life in our region. We are achieving this by encouraging business growth, job creation, developing a trained and skilled workforce that meets local employers' needs and by building new and affordable homes. This will all be underpinned by a modern, integrated transport network. Our work broadly divides into four areas:



## Growing business

We help businesses to grow by providing support and finance, promoting inward investment and international trade and encouraging innovation, enterprise and new business investment.



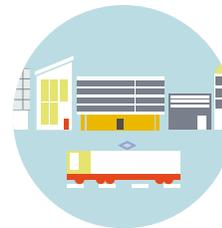
## Clean energy and environmental resilience

We are supporting development of low carbon new energy infrastructure in the city region and helping businesses and households to become more energy-efficient, saving them money and supporting economic growth.



## Skilled people, better jobs, better connected

We are working with employers and education providers to create more and better jobs, and a highly skilled workforce to fill those jobs. West Yorkshire Combined Authority has a specific role in developing and managing a public transport network that links people and businesses to opportunities and services.



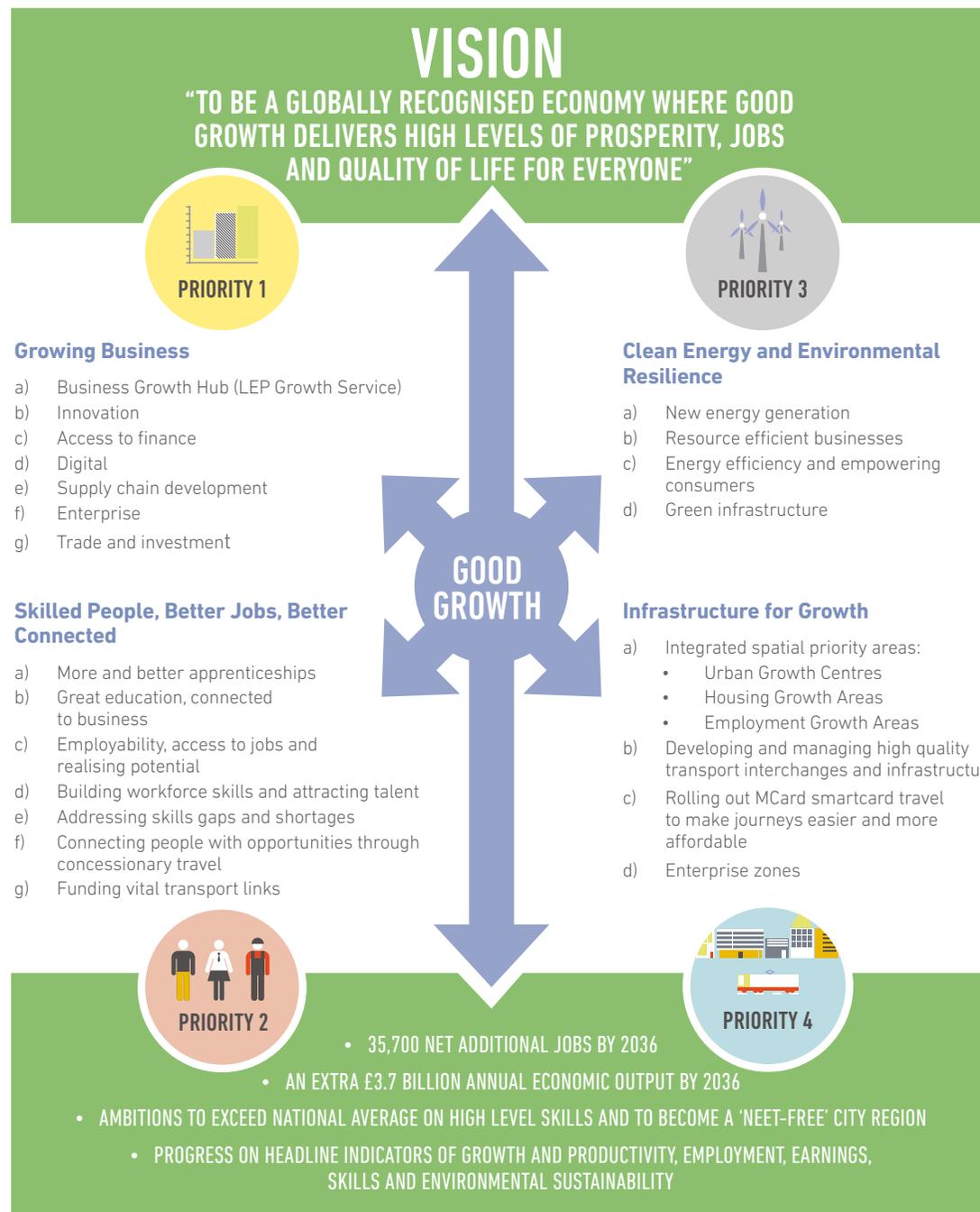
## Infrastructure for growth

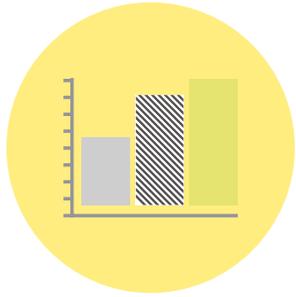
We are creating and investing in the modern infrastructure our city region needs to develop and grow including a smart-enabled integrated metro-style transport network, technology such as superfast broadband and affordable housing.

**This Corporate Plan reflects our determination and ambition to transform Leeds City Region’s infrastructure and services by improving partnership working with both the private and public sectors.**

Our vision is drawn from our Strategic Economic Plan and set against a backdrop of pressure on local services to find savings. West Yorkshire councils have worked relentlessly to find cost savings and efficiencies following central government funding cuts of £0.5bn since 2010. The November 2015 Spending Review signalled West Yorkshire council budgets will remain under pressure for the remainder of the decade so some challenging decisions are still to be made. Our financial position is set out on page 19.

**This sustained financial pressure means the Combined Authority will have an increasingly important role to play in delivering transformational projects and finding smarter, more efficient ways of working together.**





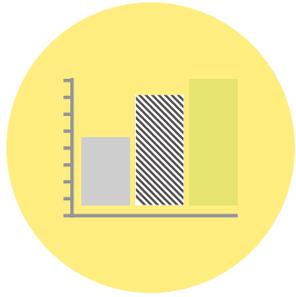
# Growing business

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## What have we achieved so far?

- Since its launch in July 2013, the LEP Growth Service has supported 1,247 businesses that want to grow. This includes 444 businesses supported intensively by our SME Growth Managers
- Invested £28 million of grants in businesses in the Leeds City Region, with £196 million of private sector investment unlocked and 1,971 jobs created in the businesses we have supported
- Helped over 300 companies take the first steps towards doing business overseas by connecting them with first-hand, practical information from experienced 'export ambassadors' in our export events programme
- Improved Leeds City Region Foreign Direct Investment (FDI) performance in UK FDI Attractiveness Surveys
- Government confidence in our city region is matched by private sector confidence; this year, our pipeline of development investment topped £5bn
- Increased collaboration from stakeholders and sub-regional partners culminating in a new three-year Trade and Investment Plan





# Growing business

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## What will we deliver this year?

### We will:

- Provide support to businesses in Leeds City Region that want to grow and account-manage a cohort with high growth potential
- Support businesses to realise their growth plans through co-funding capital investment projects that lead to new jobs, business innovation and significant private sector leverage
- Attract Foreign Direct Investment projects to the City Region creating significant new employment
- Enhance the Leeds City Region economy by extending its profile as an attractive place for businesses to locate and invest
- Promote enhanced and more focused export support for businesses

**What we will spend this year: £13m**

## How will we measure - what are our targets for this year?

- Support 2,100 businesses that want to grow
- Provide intensive account-management support to 525 businesses with high growth potential
- Invest £9.1m to co-fund capital investment growth projects in 120 businesses
- Create 1,200 new jobs via capital grant investment and leverage £36.4m of private sector investment
- Attract 36 new FDI projects into the City Region, creating 900 new jobs
- Inspire 85 additional active exporters
- Generate 50 extra export enquiries and 100 export referrals via the LEP Growth Service
- Develop the network of 50 Export Ambassadors





# Skilled people, better jobs, better connected

## What have we achieved so far?

- Youth unemployment in our city region has fallen faster than the national average, with more than 80% of young people on our local programme now in employment, education or training
- Our Skills Service, created in February 2015, has helped over 300 companies to secure training for their employees and has paid up to 50% of the training costs
- Set up Apprenticeship Hubs which have helped businesses employ and train over 2,000 apprentices
- Launched the 'DaySaver' smartcard ticket and 'Pay as you Go' MCard supporting cheaper travel costs for part-time workers
- On a typical weekday in 2016, 70,000 people travelled on bus services funded by the Combined Authority, 125,000 people used the 30 bus stations and interchanges we manage across West Yorkshire and around 650,000 passengers passed through Leeds Rail Station
- 130,000 senior, disabled, blind and young people have travelled daily using concessionary bus passes issued by the Combined Authority and 20,000 used the Combined Authority's MCard smartcards to make their journeys
- Assisted customers with 11m travel enquiries through the www.wymetro.com website, MetroLine call centre, @MetroTravelNews on Twitter and the West Yorkshire Metro Facebook page
- Extended half-fare bus and train travel for all 16 to 18 year-olds living in West Yorkshire, to make it more affordable for them to access apprenticeships, training and employment
- Completed the award-winning £6m Castleford Bus Station refurbishment to provide better facilities for passengers and support the regeneration and growth of the Wakefield Five Towns area
- Started three projects on site to improve further education facilities:
  - Kirklees College – a new Process Manufacturing Centre facility delivering specialist training in process manufacturing and process control
  - Calderdale College – an upgrade and refurbishment of the Percival Whitley Centre to enhance and extend its curriculum offer
  - Shipley College – refurbishment and IT upgrade to the Mill building
- Over 1 million smartcard transactions are now being carried out by over 500,000 smartcard holders every week on West Yorkshire's buses and trains as we continue to roll out MCard, the largest travel smartcard scheme of its kind outside London
- Delivered SAFEMark travel training for 4,500 Year 6 school pupils across West Yorkshire
- Managed public transport arrangements for major events including the Rugby World Cup, the World Triathlon and Tour de Yorkshire



# Skilled people, better jobs, better connected

## What will we deliver this year?

### We will:

- Produce high quality labour market information including future employment forecasting, and disseminate this to training providers (including schools, colleges, universities and private training providers) to influence provision
- Gain increasing influence over the breadth of employment and skills systems through devolution of funding and powers
- Deliver a skills service to support SMEs to access support, signposting and funding for training linked to their growth ambitions
- Support SMEs to make the most of apprenticeships, particularly in the context of apprenticeship reforms
- Support better links between education and businesses including delivery of planned and progressive careers, enterprise and employability education
- Start on-site with the following Skills Capital projects to improve further education facilities:
  - Leeds City College – complete the refurbishment of phase 3 Printworks
  - Selby College – the Aspiration Building project will extend and refurbish facilities for growth in demand for engineering and construction skills
  - Shipton College – refurbish Salt Building and upgrade IT
  - Bradford College – equip the Advanced Technology Centre with the latest technology and equipment for the dental sector
- Leeds College of Building – commence the Flexible Construction Innovation Centre to create world class facilities for students in the construction industry
- Wakefield College – a new Advanced Skills and Innovation Centre to deliver new learning and training opportunities in higher level qualifications
- Kirkstall College – develop new facilities for the Dewsbury Learner Village and Pioneer House
- Work with Leeds City College to develop proposals for new facilities at their Quarry Hill site to deliver a new Health and Caring Services school and a Digital and Creative Arts school
- Ensure all WYCA-funded bus services meet value for money and social benefit metrics
- Increase use of digital media for customer travel enquiries, ticket sales and permit applications
- Sell £30m of smart travel tickets at Travel Centres, local shops in the Payzone network and at rail stations
- Deliver the SAFEMark programme, helping to prepare children for the world of public transport prior to their transition to secondary school

**What we will spend this year: £122m**



# Skilled people, better jobs, better connected

## How will we measure - what are our targets for this year?

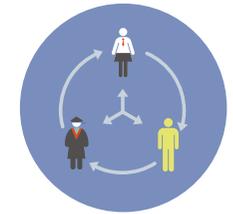
- Help over 800 businesses to determine their skills needs
- Commission careers advice for 7,000 young people
- Increase SAFEMark travel training workshops programme delivery to 12,500 school children
- Invest £19m in providing bus services to link communities to employment, education, health services, local shops and facilities
- Provide transport services that enable over 50,000 pupils and students to access education in West Yorkshire
- 'Up-skill' over 5,500 employees in Leeds City Region
- Support over 1,000 Small and Medium-sized Enterprises (SMEs) to offer apprenticeships
- Make strategic links between 100 businesses and 100 schools
- Complete four Skills Capital projects



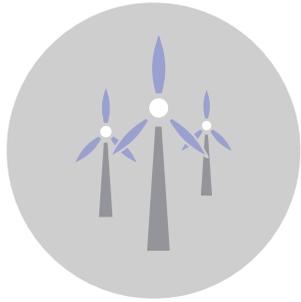
Commission careers advice for **7,000** young people



Support SMEs to offer over **1,000** apprenticeships



Make strategic links between **100** businesses and **100** schools



# Clean energy and environmental resilience

## What have we achieved so far?

- Launched the 'Better Homes Yorkshire' programme, which will tackle fuel poverty by helping residents improve the energy efficiency of their homes. The scheme has already attracted over £7m of investment and provided support to over 1,000 homes
- Allocated £580,000 of financial aid from the £5m Leeds City Region Business Recovery Fund established by the Combined Authority to help businesses get back on their feet after the Boxing Day floods. Applications totalling £1.5m have been received and are being processed, with 90 per cent having been approved
- Delivered cycle training, and led rides and other initiatives to promote active health travel, through the go:cycling initiative

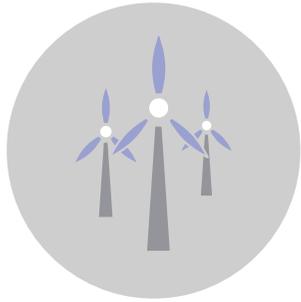
## What will we deliver this year?

- Launch and deliver the Energy Accelerator, a new support service to help commercially viable low carbon energy projects attract investment
- Launch the Resource Efficiency Fund, a new business support product that will provide advice and grant funding of up to £10k to businesses looking to reduce costs related to waste, water and energy
- Support development of district heat networks that will provide cleaner, cheaper low carbon heat across the City Region
- Work alongside Northern Gas Networks to progress the H-21 Leeds

City Gate project, decarbonising the gas network and creating a hydrogen economy in the City Region

- Refresh the Leeds City Region Green Infrastructure Strategy and develop an investment plan for green infrastructure that will improve flood resilience
- Investigate the potential for roll-out of low carbon fuel technologies for commercial fleets across the City Region
- Continue to deliver the Better Homes Yorkshire programme, tackling fuel poverty among Leeds City Region's most vulnerable residents and improve the quality and energy efficiency of homes
- Work with bus companies to reduce harmful emissions from bus vehicles, through the Bus 18 programme
- Make Leeds City Region one of the foremost UK centres for low carbon energy generation by building upon opportunities arising from Drax now being England's largest power station fuelled by mixed coal and biomass units
- Use the local expertise and innovation of universities and the strong low carbon business sector to continue working with businesses to support their environmental improvement
- Improve quality of life in Leeds City Region by reducing congestion, encouraging the use of cleaner vehicles and increasing levels of cycling and walking, through our Transport Strategies and Plans

**What we will spend: £3m**

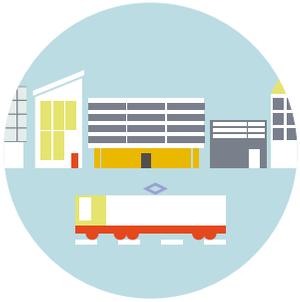


# Clean energy and environmental resilience

## How will we measure - what are our targets for this year?

- Improve the energy efficiency of 815 homes, focusing on the more deprived communities and those households in fuel poverty
- Increase Travel Plan Network membership by 77 and help 232 companies with over 230,000 employees (23% of West Yorkshire workforce) to encourage their workforce to travel sustainably
- Deliver the Clean Bus Technology Fund Project (CBTF), converting 26 AccessBus vehicles to meet ultra-low emission standards





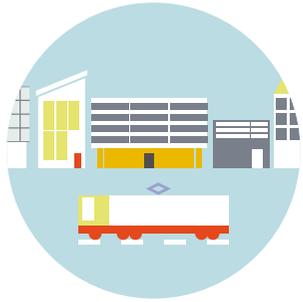
# Infrastructure for growth

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## What have we achieved so far?

- Started a £1bn programme of over 30 transformational transport investments across West Yorkshire and York, through the 10-year West Yorkshire plus Transport Fund, which is designed to create around 20,000 new jobs and add £2.4bn a year to the economy by the mid-2030s. This includes:
  - £29m funding awarded for Wakefield Eastern Relief Road, which when it opens in spring 2017, will unlock development potential for businesses to grow as well as supporting the creation of 62,000 new, good-quality jobs and the building of 2,500 new homes
- Provided access to superfast fibre broadband to an additional 58,000 businesses and homes in West Yorkshire and signed a further £13m superfast broadband deal that will mean fibre broadband access is available to more than 98 per cent of all homes and businesses in West Yorkshire and York
- Worked with partners to open the new Apperley Bridge and Kirkstall Forge rail stations and built the new Leeds Station Southern Entrance, making a major contribution to the growth of the local economy, as well as improving access to Leeds for the local community
- Completed and opened the first 14km stage of the 23km CityConnect Cycle Superhighway connecting Bradford and Leeds
- Started work on the new £11m rail station at Low Moor, Bradford, to improve travel links between Bradford, Halifax and Leeds, and attract new jobs and investment in south Bradford
- Refurbished Wakefield Kirkgate Rail Station with partners, delivering a much-improved environment for passengers
- Agreed the City Region Planning Charter for Major Investment Proposals, providing a consistent approach to dealing with major planning applications across the City Region and an efficient way of dealing with new investments
- Streamlined the process for calculating payments to bus and rail operators using smart data technology gained through the MCard smartcard scheme



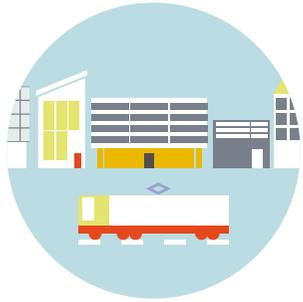


# Infrastructure for growth

## What will we deliver this year?

- Consult and engage with partners and stakeholders on the £1bn West Yorkshire plus Transport Fund
- Continue to deliver the West Yorkshire and York Superfast Broadband Infrastructure Programme, providing enhanced broadband connectivity to both business and residential properties
- Progress additional new broadband infrastructure to help achieve 100% high speed broadband connectivity across West Yorkshire and York
- Identify and invest in flood mitigation and infrastructure schemes to help minimise the impact of flood events and provide further protection of homes and businesses across the City Region
- Invest £1.8m to extend Elland Road Park & Ride site, providing additional car park spacing and improved waiting facilities with toilets
- Commence the preparation of the Leeds City Region's Infrastructure Investment Framework which will provide a holistic approach to identifying the range of infrastructure across the City region to support and maximise economic and housing growth
- Continue to develop the housing and regeneration project pipeline to accelerate housing growth and provide the industrial and commercial space to support Leeds City Region's economy
- One Public Estate – work jointly with the West Yorkshire and York districts to consider the best and most viable use of public sector land and assets, including their potential contribution to economic and housing growth and job creation
- Continue to develop the strategic planning policy evidence base under the Duty to Cooperate to support delivery of the Strategic Economic Plan through the Local Planning Process
- Enable customers to create and manage their own transport accounts to obtain travel information, apply for permits and buy smart tickets
- Use commercial leases and advertising opportunities to increase income and improve the offer to people using our transport interchanges
- Enhance digital services to provide real-time and journey planning information to bus and rail passengers

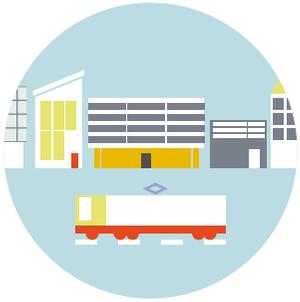
**What we will spend this year: £102m**



# Infrastructure for growth

## We will also support the following schemes:

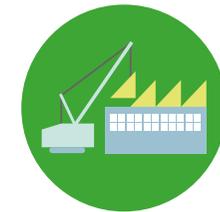
- **Bradford Odeon (Total scheme value - £15m)** develop the former Odeon cinema into a mid-sized live music and performance venue with a seating capacity of 3,500 and a standing capacity of 4,000. It will be the third largest auditorium in Yorkshire and would attract national and international performers
- **Bath Road, Leeds (Total Scheme Value - £16.5m)** remediation ground works and site preparation work of this Leeds City Council owned land in the Holbeck Urban Village area of the city will enable the site to be sold for residential development providing 160 new homes
- **Barnsley Town Centre (Total Scheme Value - £93.4m)** deliver a new high quality town centre in Barnsley, through the regeneration of the old market site, ultimately delivering a mix of new retail, leisure and community facilities
- **Leeds Brownfield Sites, Leeds (Total Scheme Value - £36.5m)** development of a number of brownfield sites in East Leeds (Seacroft and Halton Moor) to provide up to 280 new homes. Local Growth funding will be used for site clearance and remediation, to complement the nearby strategic growth point at the East Leeds Extension
- **York Central (Total scheme value - £49m)** enable the development of the 72 hectares site to the rear of York Station, creating a catalyst for economic development; improving linkages with surrounding communities and developing York station as a key gateway and improving the National Railway Museum
- **Kirklees Housing Sites (Total Scheme Value - £47m)** tackle the costs of transport access and site condition to accelerate delivery and improve viability on three Council-owned housing sites that will deliver over 600 new homes
- **One City Park, Bradford (Total Scheme Value - £22m)** fund the demolition and redevelopment of a former Police Station and the creation of 8,500 m<sup>2</sup> of new high quality office floor space to support the sustainable regeneration of Bradford City Centre
- **Leeds City Region's Enterprise Zones (Total scheme value £200m)** continue to support delivery of the Aire Valley Leeds EZ and start preliminary works to develop the early deliverable new EZ sites
- **SMART5 shelter refurbishment (Scheme value - £1.75m)** refurbish around 600 existing bus shelters across West Yorkshire, bringing them back to a high standard and extending their useful life for a further 15 years
- **Wakefield Kirkgate (Total Scheme Value: £5m)** begin works on highways including traffic signals and improvements to footways, storm-water drainage and pedestrian links with Kirkgate Rail Station
- **Red Hall, Leeds (Total Scheme Value - £31m)** undertake preparatory site works to release the Red Hall site for housing development and provide land for the route of the East Leeds Orbital Road (ELOR), which will deliver a strategic housing growth point for the City Region
- **Northgate House, Halifax (Total Scheme Value - £10.8m)** redevelop this site for new commercial opportunities as part of a major programme of investment and rationalisation of council property assets in the District



# Infrastructure for growth

## How will we measure - what are our targets for this year?

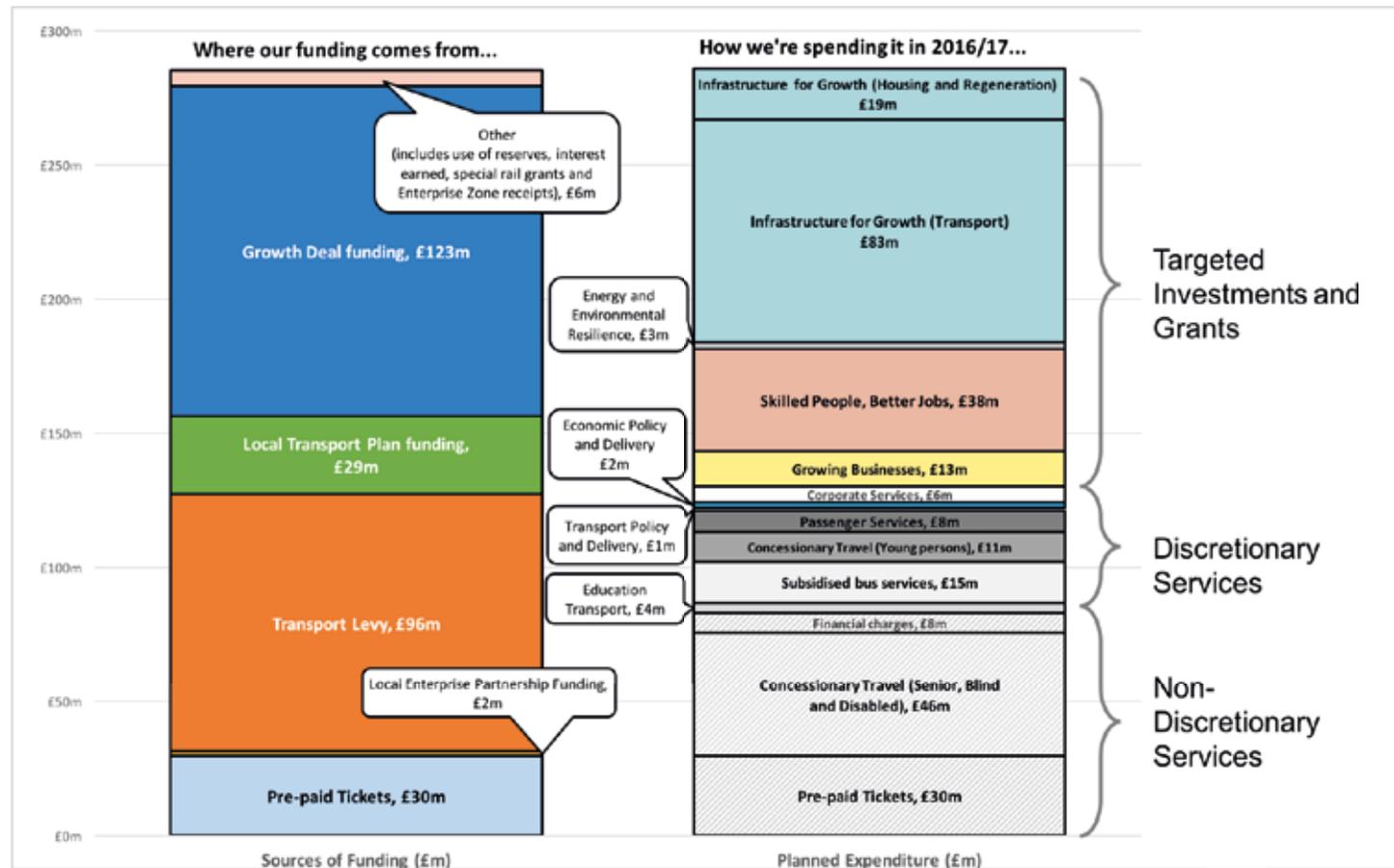
- Increases in GVA and job growth
- Increases in connectivity bringing people, places and jobs closer together
- Reduced delays, congestion and faster journey times across all transport modes, both within and beyond the City Region
- Provide superfast broadband access to an additional 8,000 homes in West Yorkshire and York through the Broadband Infrastructure Programme
- Increase customer satisfaction with transport information provided and customer-facing activities to match or exceed the annual UK Customer Satisfaction Index overall customer satisfaction rating
- Enable the development of 2,900 new homes and 110,000sqm commercial floor space through investment in housing and regeneration schemes
- Increase car park usage at Elland Road Park and Ride site by 20%



# Our funding

West Yorkshire Combined Authority and the LEP are responsible for delivering essential services that help to keep the Leeds City Region moving. Whether this is by helping growing businesses to access skilled workforces, facilitating sustainable development, enabling young people to access education or ensuring elderly or vulnerable people can access the services they need, a modern, integrated transport network is essential to improve the quality of life of everybody in the region.

Our budget this year is £286m. We have secured a £1 billion-plus Growth Deal from Government for the Leeds City Region over the next 20 years. We are using this to invest in projects and programmes that will create thousands of new jobs and help us to accelerate economic growth across the entire City Region. Services we provide are part-funded by a 'levy' on the West Yorkshire Councils, while other capital and revenue funding comes from the Government, including the Department for Transport (via the Local Transport Plan), the European Union in particular via the European Structural and Investment Funds, and from public and private sector match funding.



# Annex 1: Measuring our progress

The measures of our progress are defined in the 'Leeds City Region Strategic Economic Plan: 2016-2036'. The table below summarises all the headline initiatives and outcomes necessary to unlock the City Region's full economic potential between now and 2036

Our commitments	Aims and Initiatives overview	Outcomes
<p><b>Growing Business</b></p>	<p>Implement co-ordinated and wide ranging action to <b>increase innovation radically</b>.</p> <hr/> <p>Become a <b>global digital centre</b> – with specialisms in data storage, analytics, digital health and tech skills.</p> <hr/> <p>Boost <b>business growth, productivity, exports and investment</b> by linking businesses to support and funding, including through the LEP Growth Service, Skills Service and Trade and Investment programme.</p>	<p>Increase in number of businesses innovating to bring new products/ services to market.</p> <p>Increase in SME productivity, investment and jobs created.</p> <p>Increase in value of jobs created as measured through improvements in hourly/average wages and uptake of higher levels of skills.</p> <p>Increase business start-ups.</p> <p>Increase in business exports and inward investment.</p>
<p><b>Skilled People, Better Jobs, Better Connected</b></p>	<p>Deliver a '<b>more jobs, better jobs</b>' programme to widen employment, skills, apprenticeships and progression opportunities, linked to NEET-free goals.</p> <hr/> <p>Devise and deliver a <b>programme of action to increase high level skills</b> and close the gap to UK average.</p>	<p>Close gap to national average for % with skills at NVQ level 4 (close gap to national average on this measure) and NVQ2+.</p> <p>Increase % of schools engaging with businesses.</p> <p>Employment, unemployment, economic inactivity and NEET levels.</p> <p>Apprenticeship starts and completions (and % at advanced/higher/degree level).</p> <p>Skills shortages in key areas (e.g. tech skills, coding, engineering, construction).</p> <p>Increase % of employers training their workforce.</p> <p>Earnings (median and 20th percentile).</p>



Our commitments	Aims and Initiatives overview	Outcomes
<p><b>Clean Energy and Environmental Resilience</b></p>	<p>Targeted investments and innovation to make the City Region a leading-edge centre for <b>zero carbon energy</b>.</p> <p>Make climate change adaptation and high quality green infrastructure integral to improving the City Region economy and its spatial priority areas.</p>	<p>Reduced carbon emissions (linked to long term zero carbon energy economy goals).</p> <p>Increased GVA, employment, innovation and productivity in the clean energy and energy intensive sectors.</p> <p>Reduced fuel poverty and associated improvements in health and spending power.</p> <p>Increase in the quality and extent of green infrastructure, including climate and carbon sequestration benefits related to tree cover.</p>
<p><b>Infrastructure for Growth</b></p>	<p>Deliver 30+ West Yorkshire plus Transport Fund schemes and make progress towards a single 'metro style' public transport network, connected to major national/northern schemes such as HS2 and Northern Powerhouse Rail.</p> <p>Develop and regenerate integrated Spatial Priority Areas, supporting employment, quality environments and the building of 10,000-13,000 new homes per year.</p> <p>Develop an <b>integrated flood prevention programme</b>, incorporating flood defences, green infrastructure and resilient development.</p>	<p>Increased integration of up-to-date district Local Plans to ensure a coordinated approach to development delivery.</p> <p>Increases in GVA and job growth.</p> <p>Increases and acceleration in the number of new homes built, including affordable homes, and employment/commercial floor-space.</p> <p>Increases in the amount of brownfield land and buildings brought back into use and/or development-ready.</p> <p>Increases in connectivity bringing people, places and jobs closer together.</p> <p>Reduced numbers of hospital admissions related to poor quality, cold and damp homes.</p> <p>Reduced delays, congestion and more reliable journey times across all transport modes, both within and beyond the City Region.</p> <p>Increase in super/ultra-fast broadband network coverage and access/take-up by businesses and households.</p> <p>Reduced carbon emissions and vehicular air pollution, improved environmental quality.</p> <p>Sufficient supply of both minerals and waste treatment facilities to sustain and support the City Region's continued development and sustainable growth.</p>



# Annex 2: One Organisation

## West Yorkshire Combined Authority and the LEP are delivering their transformation programme to create 'One Organisation'

This is a corporate programme to create a unified Authority with a strong, positive identity to deliver innovative, high quality projects collectively and cost-effectively; demonstrate excellence in successful partnering and be a beacon in governance, ensuring good growth across our region; and strengthen our reputation as a globally recognised economy.

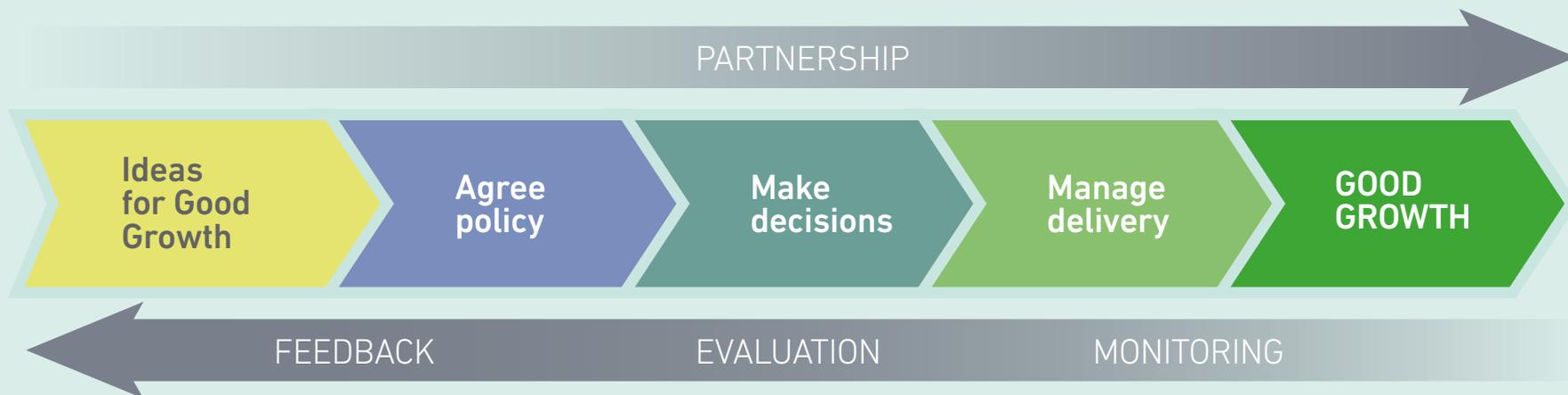
Having identified key issues and areas where the Combined Authority and the LEP can be more adaptable and efficient in delivering good growth projects, the One Organisation programme has developed a series of projects to address practical and strategic issues. These measures are to ensure we have the capabilities necessary to adapt and deliver our Vision and Objectives. The programme will ensure the Combined Authority can:

- Drive stronger economic growth, while addressing increasing inequality and improving quality of life

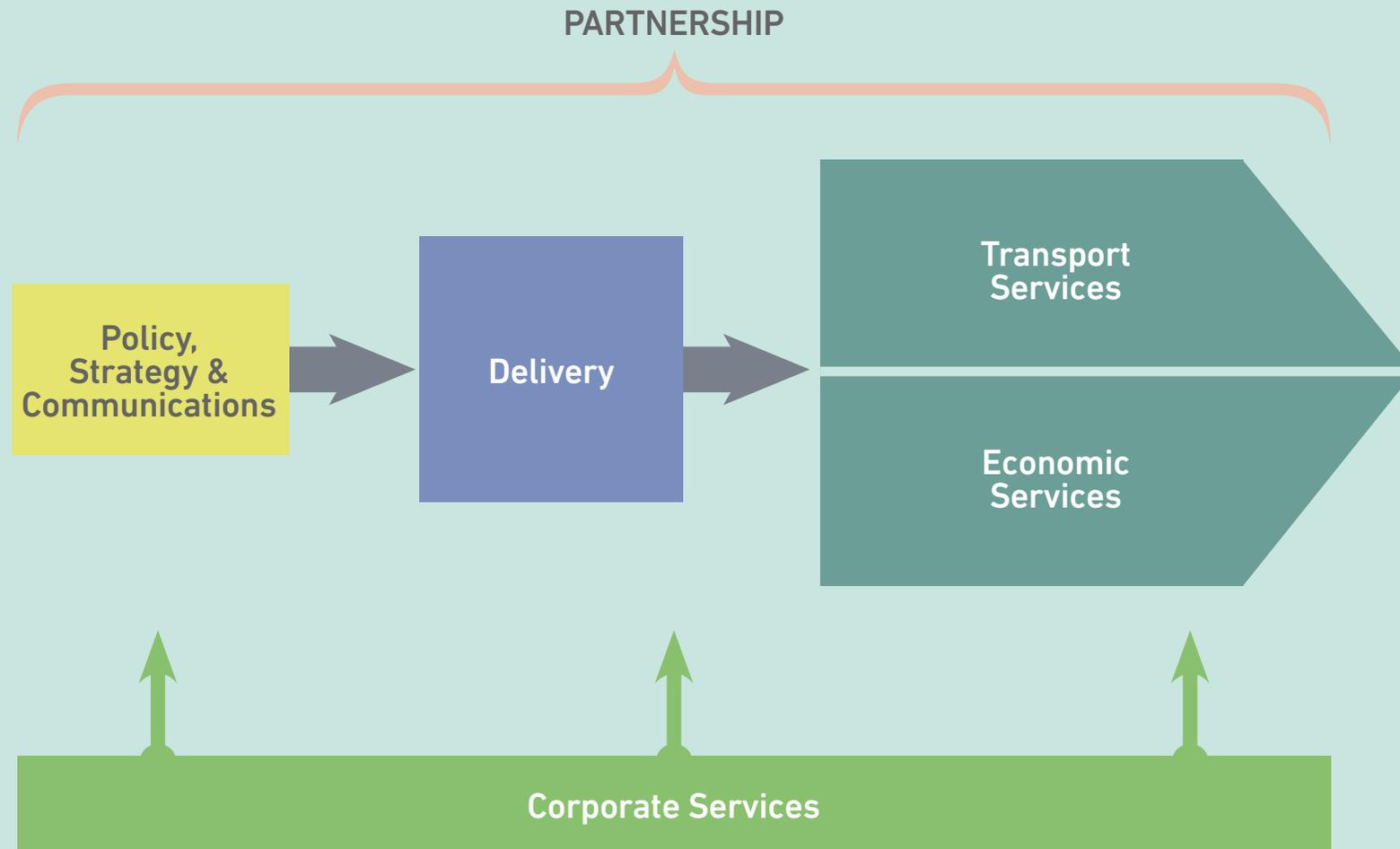
- Provide integrated policy and delivery functions to increase efficiency and service
- Do more with less – being pro-active in identifying efficiencies and use 'matrix management' to ensure best use of skills and resource
- Support the LEP and Combined Authority with transparent decision making and a strong focus on delivery to time and budget, as well as a 'can-do' culture.

All of the planned changes support a significant shift in the way the Combined Authority works. This will increase accountability and ensure that any investment decisions are aligned with clearly defined and managed policies and strategies.

Decisions to allocate funding or resources will be prioritised based on the extent to which they will deliver good growth and will use the following **target operating model**:



# An overview of the new WYCA organisation structure





Find out more about what we do at

[www.westyorks-ca.gov.uk](http://www.westyorks-ca.gov.uk)

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[enquiries@westyorks-ca.gov.uk](mailto:enquiries@westyorks-ca.gov.uk)

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